

**Public Service Agreement 2010 -2014 (Croke Park Agreement)**  
**AN GARDA SÍOCHÁNA**  
**ACTION PLAN**  
**Detailed Progress Update for the 6-months – April to September 2011**

**1. Better human resource management** *Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.*

Terms of the Public Service Agreement 2010 – 2014 (Transformation Agenda)	Action	Target Date as per Current Action Plan	Current Position
Garda Síochána – Sectoral Agreement	<p><b><u>ROSTERS</u></b></p> <p>Will constructively engage for the purposes of developing in 2010 and to be piloted and implemented as soon as possible thereafter, a more effective Garda rostering system to more closely match the availability of staff with policing demands, while protecting the welfare of members;</p>	<p>Q1 2012.</p> <p>Originally end 2010 Agreed to be deferred by Garda Implementation Body in light of ongoing circumstances</p>	<ul style="list-style-type: none"> <li>▪ National roll-out of the new roster due to commence in Q1, 2012. The Staff Associations are fully engaged with Garda Management and in the case of the GRA and AGSI, intensive negotiations have produced one single proposed roster to Garda Management.</li> <li>▪ This roster was presented to the Implementation Body at the meeting of September 6th 2011.</li> <li>▪ Proposed roster has been evaluated by the official side under a number of headings, compliance with the European Working Time Directive, The Fatigue Index and issues associated with the proposed roster, financial issues of the proposed roster and the possible supply and demand fit of the proposed roster to policing needs in a number of districts.</li> </ul>

	<p><b>ROSTERS contd.</b></p> <p>Will constructively engage for the purposes of developing in 2010 and to be piloted and implemented as soon as possible thereafter, a more effective Garda rostering system to more closely match the availability of staff with policing demands, while protecting the welfare of members;</p>		<ul style="list-style-type: none"> <li>■ AC HRM has chaired a presentation giving feedback to the staff associations on the results of the analysis of their proposal with the staff associations to revert back to Garda Management with their views and observations arising from the briefing.</li> <li>■ On the 11<sup>th</sup> October 2011 the Westmanstown working group convened to prepare a collective response to management's critique of the Westmanstown roster made on the 26<sup>th</sup> of September 2011.</li> <li>■ The collective staff associations made a number of points in response to the Garda management critique of the Westmanstown Roster. Further negotiations planned with staff associations to progress item for the next reporting period.</li> </ul>
<p>Garda Síochána – Sectoral Agreement</p>	<p><b><u>GARDA TRAINING</u></b></p> <p>Will constructively engage in the enhancement of Garda training, in line with the Report of the Training and Development Review which has recently been published;</p>	<p><b>Closed Off</b></p>	<ul style="list-style-type: none"> <li>■ <b>Closed Off</b> - Of the 85 recommendations, 37 (43%) have been achieved.</li> <li>■ A further 29 (34%) of recommendations are in progress, whilst 18 (21%) have yet to be commenced.</li> <li>■ Total Projects completed/in progress is 66 (77%).</li> <li>■ During the timeline of this project the economic climate changed considerably. The current economic constraints, combined with the interdependency of a significant number of the recommendations, have served to restrict progress or prevent initiation of implementation of some of the recommendations.</li> </ul>

			<ul style="list-style-type: none"> <li>▪ The reasons for the variance in the implementation of all of the objectives are summarised as:</li> <li>▪ Budgetary constraints</li> <li>▪ Personnel constraints</li> <li>▪ Development of the Virtual Learning Environment (VLE)</li> <li>▪ Dependence on the recruitment of students</li> <li>▪ Dependence on organisational policy decisions</li> </ul>
Garda Síochána – Sectoral Agreement	<p><b><u>PERFORMANCE MANAGEMENT</u></b></p> <p>Acknowledge that An Garda Síochána should be subject to performance management which takes account of the unique nature of a policing service, to be developed in 2010 and to be piloted and implemented as soon as possible thereafter</p>	Pilot Q1 2012	<ul style="list-style-type: none"> <li>● At the meeting of 24<sup>th</sup> June there was agreement on the high level approach for the policy and processes that will apply to PALF.</li> <li>● Since then more detailed processes have been developed and IT build to support the processes is well advanced.</li> <li>● In parallel work commenced on the development of a user manual and detailed policy.</li> <li>● Those draft documents have been circulated to the working group and the associations and submissions are awaited in advance of the next meeting on 14<sup>th</sup> October.</li> </ul>
Garda Síochána – Sectoral Agreement	<p><b><u>REPORTING ARRANGEMENTS</u></b></p> <p>Will implement appropriate reporting arrangements involving members and civilian staff in the Garda Síochána;</p>	Pilot Q2 2012	<ul style="list-style-type: none"> <li>● This is an on-going process which requires consultations and agreement with all Staff Associations and Civilian Staff Unions. The working group continue to progress the matter on this basis.</li> <li>● A meeting of the working group was held with representatives from the four Civilian Unions namely the Civil Public and Services Union, Public Service Executive Union, Association of Higher Civil and Public Servants, and the Irish Municipal, Public and Civil Trade</li> </ul>

			<p>Union.</p> <ul style="list-style-type: none"><li>• The working group have also met the four Garda staff associations separately regarding the item.</li><li>• A discussion document charting the history of the reporting structures within An Garda Síochána has been prepared and was circulated to the Unions and Garda staff associations.</li><li>• Broad agreement achieved with the Unions and staff associations on the contents of the discussion document charting the history. Further consultations ongoing with staff associations and with civilian unions and will continue during 2012.</li></ul>
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**2. Better Business Processes** *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.*

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
Garda Síochána – Sectoral Agreement	<p><b><u>CIVILIANISATION</u></b></p> <p>Support the augmentation of the civilian staff of the Garda Síochána through appropriate redeployment of staff from elsewhere in the public service, with the objective of maximising the availability of members for duties of a policing character and enhancing support for policing services and undertake to co-operate with this process;</p>	Q4 2011	<p>A number of meetings of the working group chaired by Chief Superintendent Coburn have taken place with the involvement of the staff associations. A significant amount of research has been undertaken and a number of areas identified.</p> <p>It was agreed that the areas being looked at for civilianisation would be narrowed to a number of key areas to include:</p> <ul style="list-style-type: none"> <li>● <u>ECAS &amp; Command &amp; Control as well as CCTV monitoring.</u></li> </ul> <p>It was decided by the group that it would be necessary to examine each individual centre to assess requirements. One problem was identified with Dispatcher –v- Call taking duties and their inter-changeability relative to civilian staffing.</p> <ul style="list-style-type: none"> <li>● <u>Certain immigration control functions, at the Garda National Immigration Bureau,</u></li> </ul> <p>Chief Superintendent Grogan is examining this area and a report by him was circulated to all concerned on the 27<sup>th</sup> of June. In order to provide feed-back, it was agreed that Staff Associations would make submissions by late October 2011.</p> <ul style="list-style-type: none"> <li>● <u>Central Vetting Unit at Thurles.</u></li> </ul> <p>The issue of extra staff at the Vetting Unit was discussed at length. It was felt by all concerned that augmentation is necessary in this area as a matter of urgency. A figure of 300 was proposed previously.</p>

			<ul style="list-style-type: none"> <li>• <u>Public Counter Assistants at certain large Garda Stations.</u></li> </ul> <p>This area has been identified as a possible role to be civilianised and is the subject of ongoing discussions with the staff associations.</p> <p>The next meeting of the working group is due for late October 2011.</p>
Garda Síochána – Sectoral Agreement	<p><b><u>IMPLEMENTATION OF ICT STRATEGY</u></b></p> <p>Will co-operate with the development, introduction and implementation of a new ICT Strategy (2010 to 2012);</p>	<b>Closed Off.</b>	<ul style="list-style-type: none"> <li>• <b>Closed Off</b> - The I.C.T. Strategy was published in December. The Strategy identified 62 projects, 32 of these have commenced while the remainder remains on hold, pending financial sanction.</li> <li>• Of the 32 projects such as Garda National Immigration Bureau system enhancement, a new Computer Aided Dispatch and HR System are currently in the planning stage.</li> </ul>
Garda Síochána – Sectoral Agreement	<p><b><u>ELECTRONIC TRANSFER OF PAY</u></b></p> <p>Will work constructively towards an arrangement whereby, on or before 31 December 2010, all payments, salary or otherwise, to members in the Garda Síochána shall be made exclusively by means of electronic funds transfer.</p>	<b>Closed Off</b>	<ul style="list-style-type: none"> <li>• <b>Closed Off</b> – As of the 1<sup>st</sup> of July 2011, payment of salaries to members by way of cheque ceased.</li> <li>• Closing off templates have been supplied by staff at Finance and the Implementation Body were informed at the meeting of the 11th of July.</li> </ul>
Garda Síochána – Sectoral Agreement	<p><b><u>ELECTRONIC TRANSFER RECEIPTS</u></b></p> <p>Will work constructively towards an arrangement whereby all receipts for payments, salary or otherwise, to members in the Garda Síochána shall be made exclusively by means of electronic transfer.</p>	Pilot Q1 2012	<ul style="list-style-type: none"> <li>• Online payslip software was successfully tested to the disaster recovery site in FSS and Garda Headquarters.</li> <li>• The suitability of the Garda Portal for placement of online payslip web link has been confirmed.</li> <li>• Financial Shared Services, Killarney have indicated that the full roll out of the online pay slip may not be available until May</li> </ul>

			<p>2012 because of the need to purchase new hardware.</p> <ul style="list-style-type: none"> <li>• The initial request for sanction for the purchase of new server hardware, which is a prerequisite for the online payslips for An Garda Síochána, has been sent to Dept of Public Expenditure &amp; Reform for approval followed by a detailed business case.</li> <li>• Dept of Public Expenditure &amp; Reform has given sanction for the expenditure on testing for external access to online payslips.</li> <li>• The server has been purchased and the software build by Core International (the payroll vendor) is near complete for October 2012.</li> </ul>
<p>Garda Síochána – Sectoral Agreement</p>	<p><b><u>STATE CLAIMS</u></b></p> <p>Garda Compensations claims dealt with by state claims agency process</p>	<p><b>Closed Off</b></p>	<ul style="list-style-type: none"> <li>• <b>Closed Off</b> - The Impact Analysis report is now complete.</li> <li>• This item is currently being progressed by the Department of Justice &amp; Equality to bring about the necessary legislative changes and heads of bills are being drafted.</li> <li>• There has been full acceptance of the new approach by all concerned and a closure process is being put in place to ensure all internal controls are recorded.</li> <li>• Closing off templates have been supplied by staff at Internal Affairs and the Implementation Body were informed at the meeting of the 11th of July.</li> </ul>

**3. Delivering for the Citizen** *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.*

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Garda Síochána – Sectoral Agreement	<p><b><u>SAFETY CAMERAS</u></b></p> <p>Examine efficiencies accruing as result of the outsourcing of safety cameras</p>	<p><b>Closed Off</b></p>	<p><b>Closed Off</b> - Full "roll out" achieved in March 2011 in accordance with the plan. The project has continued at full capacity with 6,000 hours of speed monitoring per month outsourced to a commercial entity "Go Safe".</p> <p>Go Safe also carries out speed surveys every month and performs back office offence verification functions. At full capacity this all equates to 16,000 Garda man hours per month or 400 full time equivalent Gardaí and reduced capital requirements in terms of fleet etc.</p> <p>The efforts of members of An Garda Síochána are now concentrated on other areas of the road network and on other key road safety offences, such as drink driving.</p> <p>To date the economic savings or cost avoidance as a consequence of Go Safe activities is <b>€2.853m.</b></p> <p>Closing off templates have been supplied by staff at G.N.T.B. and the Implementation Body were informed at the meeting of the 11th of July.</p>

## Summary Bullet points

- Significant work has been completed on the development of a new roster system which is intended to be flexible, meet the policing demands as they arise and compliant with the Working Time Directive;
- Many of the projects are closed off and one of the most significant is that the operation of Safety Cameras, a law enforcement matter, has been outsourced to a commercial company.