



CIGIREACHT AN GHARDA SÍOCHÁNA
GARDA SÍOCHÁNA INSPECTORATE

Report of the Garda
Síochána Inspectorate

PROGRESS ON IMPLEMENTATION OF RECOMMENDATIONS

RESOURCE ALLOCATION

OCTOBER

09

A REVIEW OF THE IMPLEMENTATION STATUS OF RECOMMENDATIONS
CONTAINED IN THE SIXTH REPORT OF THE GARDA SÍOCHÁNA
INSPECTORATE ON RESOURCE ALLOCATION

REVIEW OF REPORT FEBRUARY 2021

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

Recommendation Number	Recommendation	Accepted (A); Accepted with Modification (AM); Rejected (R).	Review Date	Inspectorate Assessment of the Progress of the Recommendation
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	28 January 2021	The implementation is ongoing. It is also the subject of additional recommendations in subsequent Inspectorate reports and part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland. The recommendation in this report will not be subject to further monitoring.
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	28 January 2021	The recommendation is implemented.
3	The Inspectorate recommends that priority be given in the Garda IT programme for provision	A	28 January 2021	This recommendation is implemented.

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

	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.			
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	28 January 2021	This recommendation is implemented
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	28 January 2021	The implementation is ongoing. It is also the subject of additional recommendations in subsequent Inspectorate reports and part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland. The recommendation in this report will not be subject to further monitoring..
6	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.	A	28 January 2021	The recommendation is implemented.

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

7	The Inspectorate recommends that leave records, including sick leave records, should be created electronically on a resource management system.	A	28 January 2021	The implementation is ongoing. It is also the subject of additional recommendations in subsequent Inspectorate reports and part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland. The recommendation in this report will not be subject to further monitoring.
8	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.	A	28 January 2021	The recommendation is implemented.
9	The Inspectorate recommends an examination of the following factors impacting Garda availability for core police duties: <ul style="list-style-type: none"> • Immigration duties. • Static protection duties. • Inefficient office technology systems. • Waiting times in court. 	A	28 January 2021	The implementation is ongoing. It is also the subject of additional recommendations in subsequent Inspectorate reports and part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland. The recommendation in this report will not be subject to further monitoring.
10	The Inspectorate recommends that the Garda Síochána take immediate steps to improve the	A	28 January 2021	The implementation is ongoing. It is also the subject of additional recommendations

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Resource Allocation (2009)*

	quality of computer-aided dispatch data in the Dublin Metropolitan Region and derive maximum benefit from it for resource management purposes.			in subsequent Inspectorate reports and part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland. The recommendation in this report will not be subject to further monitoring..
11	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.	A	28 January 2021	The implementation is ongoing. It is also the subject of additional recommendations in subsequent Inspectorate reports and part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland. The recommendation in this report will not be subject to further monitoring.
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	28 January 2021	This is the subject of recommendations in subsequent Inspectorate reports. The recommendation in this report will not be subject to further monitoring.
13	The Inspectorate recommends that the Garda Síochána develop new managerial and supervisory approaches to resource deployment based on robust and timely data.	A	28 January 2021	The recommendation has been the subject of some progress and is the subject of recommendations in subsequent Inspectorate reports. The recommendation

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

				in this report will not be subject to further monitoring.
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	28 January 2021	The recommendation has been the subject of some progress and is the subject of recommendations in subsequent Inspectorate reports. The recommendation in this report will not be subject to further monitoring.
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	28 January 2021	The recommendation is implemented
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	28 January 2021	This recommendation has been the subject of some progress and is the subject of recommendations in subsequent Inspectorate reports. The recommendation in this report will not be subject to further monitoring.
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	28 January 2021	The recommendation is implemented.

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

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	28 January 2021	The recommendation is implemented.
19	The Inspectorate recommends that the Garda Síochána devise and publish a policy on telecommunications contacts with members of the public.	A	28 January 2021	This is the subject of recommendations in subsequent Inspectorate reports. The recommendation in this report will not be subject to further monitoring.
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	28 January 2021	While the Garda Síochána has decided not to move to two control rooms, the numbers in use have been considerably reduced. This recommendation is partially implemented. This is the subject of a recommendation in a subsequent Inspectorate report. The recommendation in this report will not be subject to further monitoring.
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	28 January 2021	This is the subject of a recommendation in a subsequent Inspectorate report. The recommendation in this report will not be subject to further monitoring.
22	The Inspectorate recommends that the Garda Síochána establish a resource deployment unit	A	28 January 2021	This is the subject of a recommendation in a subsequent Inspectorate report. The

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

	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.			recommendation in this report will not be subject to further monitoring.
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	28 January 2021	This is the subject of a recommendation in a subsequent Inspectorate report. The recommendation in this report will not be subject to further monitoring.
24	The Inspectorate recommends that Garda management and the Garda representative associations begin discussions on new rosters at the earliest opportunity. The new rosters should: <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 	A	28 January 2021	The recommendation is implemented.

*Progress on Implementation of Recommendations Contained in the Sixth Report of the Garda Síochána Inspectorate
Resource Allocation (2009)*

	<p>Justice and accord with evidence-based good practice (see recommendation 6).</p> <ul style="list-style-type: none"> • 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. 			
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	28 January 2021	The recommendation is implemented.
26	The Inspectorate recommends that emergency and non-emergency callers be given an estimated time of arrival of a Garda unit.	A	28 January 2021	This is the subject of recommendation in a subsequent Inspectorate report. The recommendation in this report will not be subject to further monitoring.
27	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.	A	28 January 2021	This is the subject of recommendation in a subsequent Inspectorate report. The recommendation in this report will not be subject to further monitoring.