Deputy Commissioner Dónall Ó Cualáin

Presentation to IPA Governance Forum
16th September 2016
Transformation for An Garda Síochána is not just about change.

It is about the creation of a modern, professional police service that meets the needs of the diverse communities it serves.
Background to our Programme: Why are we embarking on this Journey?

Address identified management, governance and cultural deficits in An Garda Síochána and the underinvestment in critical infrastructure

Respond to the changing demands and expectations of our citizens

Benchmark An Garda Síochána internationally

The programme is a genuine commitment to reform and change for An Garda Síochána, aligned with the governmental public service reform
Listening & Learning

- Reviewed over 40 reports into An Garda Síochána
- Internal staff survey and face-to-face meetings
- Public Attitude Survey
- Feedback from key stakeholders
- Studied change programmes by police services in US, New Zealand, Australia, Europe and the UK, and public and private sector bodies
Modernisation and Renewal is the programme through which modernisation and renewal of An Garda Síochána will be achieved.

Modernisation and Renewal is a detailed programme of work which will see the phased implementation in excess of 80 initiatives to transform the organisation over a 5 year period.

A commitment of an investment of €269 million to fund the Programme has already been agreed.
Programme Objectives

• Strengthen our service delivery in all our core areas
• Make leadership more visible and present
• Develop a shared vision of the role of An Garda Síochána
• Strengthen the focus on victim’s rights
• Establish a new relationship with our local and global partners
• Enable policing and security with real time information and data to improve effectiveness
• Create an organisation that can attract, retain and develop its people
• Improve decision making and accountability at every level
• Improve trust and confidence through greater openness and transparency
• Prepare for emerging threats and challenges
• Improve the sharing of information and intelligence
The programme is being led by the Commissioner, the Garda Executive Team and the Senior Leadership Team with a robust government model in place. A Strategic Transformation Office is in place to manage and support the delivery of this complex programme of work.

A Transformation Roadmap and plan has been developed which articulates the overall vision for reform. This roadmap sets out priority initiatives, timings and dates for delivery of initiatives.

A change agent network, led by a group of dedicated Superintendents, has been established across the regions.

A communications and engagement strategy has been developed to generate buy-in and support from key internal and external stakeholders.

The speed of the programme will be assessed on an ongoing basis to ensure the organisations capacity levels and ability to absorb change are being monitored consistently.
Managing the Programme – The Timeline

- All initiatives will be introduced on a **phased basis** over the **5 years of the programme**

- The programme is supported by a **roadmap** that sets out timings

- The Transformation roadmap is designed to be **flexible, agile and responsive to new emerging requirements** and business needs

- **Speed** of programme will match the capacity of the organisation to take on the changes

- Some initiatives will require **significant pre-planning** and will **take time to deliver** e.g. large-scale IT projects

- The **first phase of initiatives has commenced**
Programme Governance is a process for the management of multiple initiatives, projects and other deliverables.

Objectives of Programme Governance

• Setting and managing Programme direction

• Sponsorship and ownership for Programme initiatives / projects

• Accountability and traceability at both Programme and initiative / project level

• Clear structures for effective decision making, reporting, communicating, issue management and issue resolution
Programme Boards – A Core Element and a New Governance Structure

A core element of the programme is a new governance structure which involves the establishment and implementation of four new Programme Boards:

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<td>National Policing</td>
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<td>National Security</td>
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<tr>
<td>Community Safety</td>
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<td>Cross Org. Services</td>
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Their role is to:

- Provide a **consistent governance structure** to An Garda Síochána throughout the programme
- Each Programme Board will be responsible for **overseeing the delivery** of a number of Transformation initiatives
- Act as the **key decision making body** throughout the lifecycle of various initiatives
Recap on our Key Milestones

March 2015

Initial Set Up

- Strategic Transformation Office Established
- Initial Prioritisation with Senior Leadership
- All Key Stakeholders Briefed
- Transformation Roadmap Drafted
- Regional Spine of Superintendents Mobilised
- Establishment of D.O.C.B

Mobilisation

- Phase 1 initiatives assigned to Business Owners
- Funding Secured €269 million
- First Portal Communication on Transformation
- National Policing and National Security Programme Boards Established
- FOI Office Launched
- Garda Recruitment Commenced
- National Policing and National Security Programme Boards Established
- Prioritisation Meeting with Senior Leadership to review priorities
- Investigations Mgmt. Project Team Mobilised

Implementation

- Over 90 District PAF briefings completed
- Fleet Procurement
- Over 90 District PAF briefings completed
- ECM & PEMS 2 Mobilised
- Business Sponsors and Business Owners appointed

September 2016

- PEMS Part 1 Go Live
- Community Safety and Cross Org. Services Programme Boards Established
- Rosters & Duty Mgmt. Preferred bidder selected
Looking Ahead

- An Garda Síochána is **fully committed to delivering real and sustainable change** in the delivery of policing and security services.

- Modernisation and Renewal Programme is an **extensive programme** to be delivered over the next five years. Many initiatives will be implemented in the short to medium turn, other will require a number of years to fully embed.

- There will be an **on-going process of planning and prioritisation** to ensure that the scale of change is measured against the capacity of the organisation to absorb it.

- The programme is **designed to be agile** and plans will be changed or adjusted based on consultation with our partners or the emergence of new issues or challenges.

- We will continuously work to **measure and evaluate the success of initiatives** through engagement with all stakeholders.

- This will be a **major transformational journey of renewal**. It will be challenging at times and will not be a quick process. However, it will make a real change for the better in the way An Garda Síochána serves communities every day.