

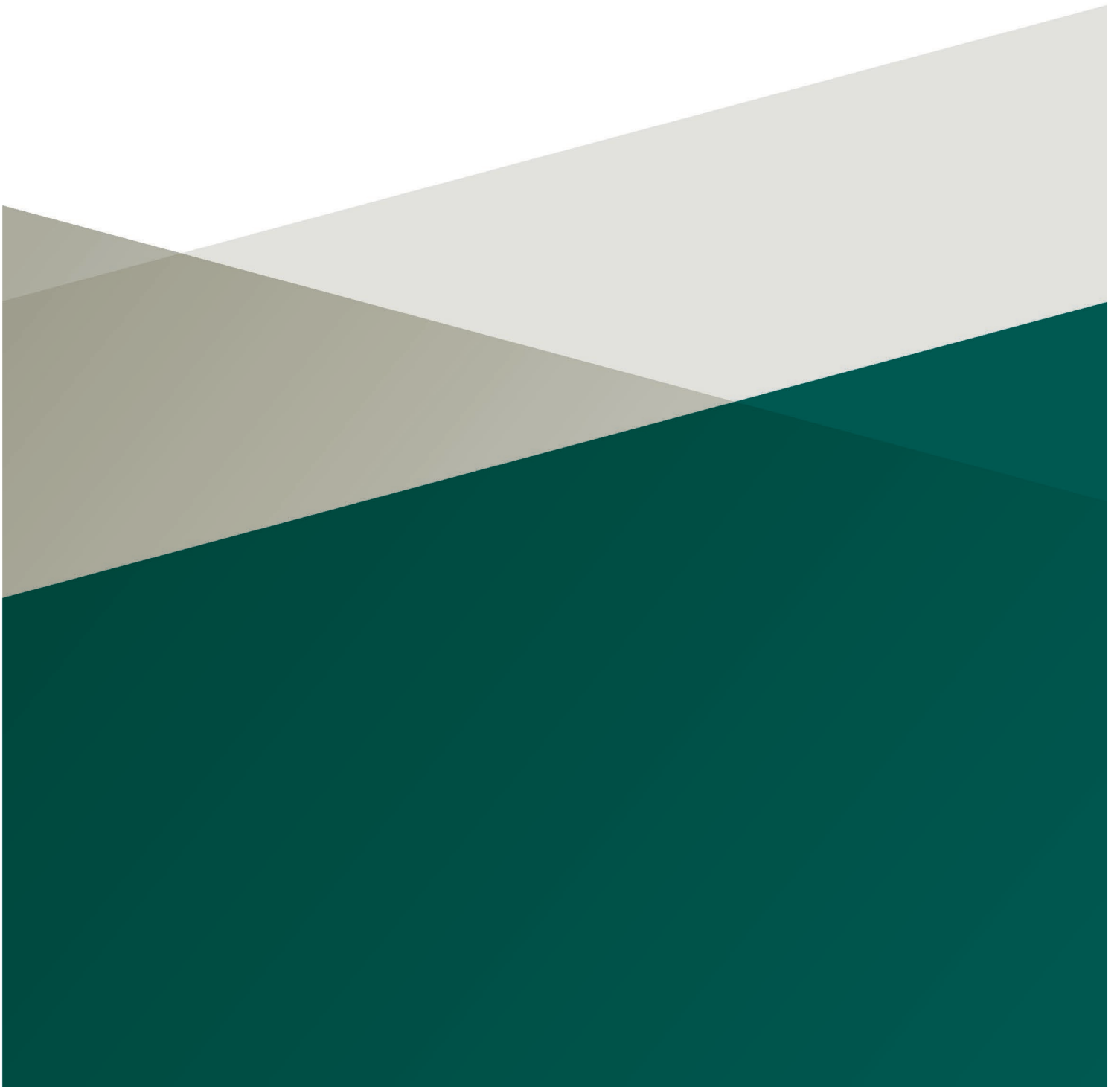


Rialtas na hÉireann
Government of Ireland

A Policing Service for our Future

Implementing the Report of the Commission on the Future of Policing in Ireland

2019 Progress Report



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Message from the Minister for Justice

I am pleased to launch the 2019 Annual Progress Report on *A Policing Service for our Future*. I would like to thank the Chairperson, Helen Ryan, and the members of the Implementation Group on Policing Reform; the High Level Steering Board on Policing Reform; and all of the staff across the organisations, including the dedicated teams in An Garda Síochána and my own Department as well as in the Programme Office in the Department of the Taoiseach who are working on this ambitious programme of reform.

An Garda Síochána will celebrate 100 proud years of serving the people of Ireland in 2022. The Report of the Commission on the Future of Policing in Ireland outlined a clear vision of a modern and effective policing service, with upholding and safeguarding human rights as its foundation and delivering community safety at its heart. It laid out the roadmap for reforming and strengthening An Garda Síochána so that it can continue to deliver excellence in policing while facing the challenges of the 21st century.

Delivering the CoFPI recommendations – through the implementation plan *A Policing Service for our Future* – is my top priority as Minister for Justice, and a core commitment of this Government as set out in the new Programme for Government, *Our Shared Future*. This ambitious programme of reform will have a transformative effect on policing in our communities and I am fully committed, as Minister for Justice, to delivering the full benefits of the reform programme for the public.

During 2019 real progress was made on delivering the reform agenda including on the roll out of a new Garda Síochána Operating Model which will provide a more visible, responsive and localised policing service to communities nationwide. In addition, Garda recruitment, civilianisation and reassignment gathered pace throughout 2019.

In my Department, work got underway in 2019 on key legislative projects including on the general scheme of the Policing and Community Safety Bill, which will provide a new coherent framework for the governance and oversight of An Garda Síochána. Drafting was progressed on legislation defining police powers of arrest, search and detention as well as legislation to underpin the use of recording devices (including body worn video). In addition, the Industrial Relations Amendment Act 2019 was enacted, which allows Gardaí to access the Workplace Relations Commission and the Labour Court through their representative organisations.

I particularly welcome the publication of the Garda Diversity and Integration Strategy which reflects An Garda Síochána's strong commitment to tackling hate crime and to engaging proactively and respectfully with all members of society. The Commissioner's decision in 2019 to allow the wearing of the hijab and the turban as part of the Garda uniform has also sent a very positive signal to our minority communities.

It is clear that progress is being made and that a strong foundation has been put in place. It is important now that we continue to build momentum as we enter the critical *Scaling Phase* of the programme.

Helen McEntee
Minister for Justice

Message from the Chairperson of the Implementation Group on Policing Reform

I am pleased to present the first Annual Progress Report on *A Policing Service for our Future*, the Government's plan to implement the Report of the Commission on the Future of Policing in Ireland (CoFPI) – *The Future of Policing in Ireland*.

On a personal level – as a member of CoFPI – I was very much encouraged with the pace at which the CoFPI Report was translated into the ambitious implementation Plan - *A Policing Service for our Future*.

I welcome the fact that Government decided to put in place (as early as October 2018) the implementation structures recommended in the CoFPI Report; such as, the Policing Reform Implementation Programme Office in the Department of the Taoiseach; the Implementation Group on Policing Reform (which I am honoured to chair); and the High Level Steering Board on Policing Reform. These structures perform an essential role in driving the reform agenda.

This is an ambitious programme of reform. In recognising the progress made since the publication of *A Policing Service for our Future* in December 2018, it is clear that we are on the right track to realising the vision outlined in the CoFPI Report.

Of the many achievements in 2019, I am especially pleased to note progress in the areas of human rights; the commencement of the roll-out of the Organisational Operating Model; the continued progress in the roll out of mobile devices to frontline Gardaí; and the admirable performance in the areas of recruitment and reassignment of Gardaí to frontline duties.

It is important to sustain and build upon the momentum achieved in 2019, and ensure that all progress is well embedded to meet not just current, but also future challenges in policing, security and community safety. This will stand us in good stead to not only meet our current goals, but to tackle whatever new challenges we face in the coming years.

The current phase of implementation - the *Scaling Phase* – commenced in October 2020. It builds on the progress achieved under the *Building Blocks* and *Launching* phases which set and implemented the foundations for the success of the Plan. The *Scaling Phase* is the critical phase of the programme of reform, during which the programme gains momentum.

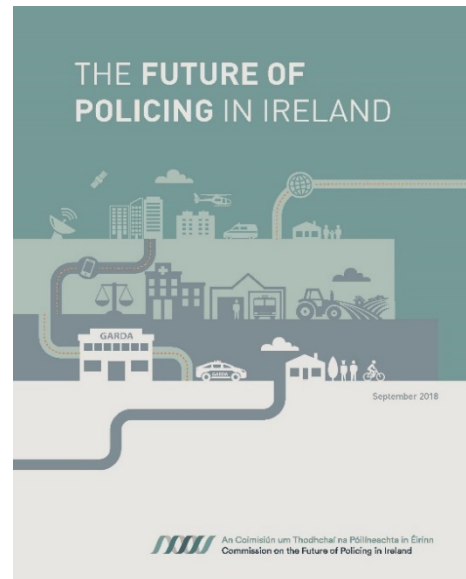
Finally, I would like to particularly acknowledge the continued strong commitment of An Garda Síochána to the reform agenda and to thank them for the role which they have played in helping to establish and progress the implementation plan.

Helen Ryan
Chair of the Implementation Group on Policing Reform

What is *A Policing Service for our Future*?

A Policing Service for our Future (previously *A Policing Service for the Future*) is the Plan, approved by the Government in December 2018, to implement the Report of the Commission on the Future of Policing in Ireland (CoFPI) – **The Future of Policing in Ireland**.

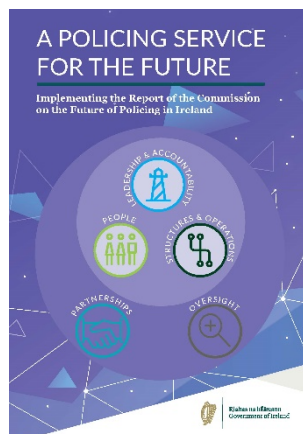
The CoFPI Report was published in September 2018 and was the output of significant consultation with public representatives; government officials; academics in Ireland and abroad; officials from other jurisdictions; Gardaí of all ranks; Garda staff; and the public. The CoFPI Report outlines the drivers for change and presents a clear vision for the future of An Garda Síochána. The consultation by the Commission led to the development of 10 key principles for the future of policing in Ireland, and a comprehensive set of recommendations to meet not just current, but also future challenges.



The Plan was developed in cooperation with stakeholders from across the public service and, in particular, with the then Department of Justice and Equality and An Garda Síochána.

The Plan is set out across four key phases:

- *Building Blocks* (6 months' duration)
- *Launching* (6 months' duration)
- *Scaling* (18 months' duration)
- *Consolidation* (12 – 18 months' duration currently envisaged)



In line with the approach recommended in the CoFPI Report, an Implementation Group on Policing Reform (IGPR) has been established with Helen Ryan – a former member of CoFPI – as its independent Chair. The IGPR has collective responsibility for the delivery of *A Policing Service for our Future*. The core membership of the IGPR comprises senior officials from the organisations most closely involved in driving the transformation programme - An Garda Síochána; the Department of Justice; the Department of the Taoiseach; and the Department of Public Expenditure and Reform. Senior representatives of other relevant organisations are also involved in the work of the IGPR as required.

A High Level Steering Board on Policing Reform (HLSB), chaired by the Secretary General of the Department of the Taoiseach, has also been established to support and guide the work of the IGPR and to act as a clearing house for issues that cannot be resolved by the IGPR, or where particular blockages are being experienced in the implementation of *A Policing Service for our Future*. The Cabinet Committee on Social Affairs and Equality¹ provides political oversight of the implementation of the Plan.

In addition, a Policing Reform Implementation Programme Office (PRIPO) has been established in the Department of the Taoiseach with the purpose of driving implementation of *A Policing Service for our Future*. PRIPO has been resourced with appropriate expertise in the areas of project management; policing; justice; and public service reform. PRIPO provides progress reports on the delivery of *A Policing Service for our Future* to the HLSB and the Cabinet Committee on Social Affairs and Equality on a quarterly basis. PRIPO is also committed to publishing progress reports on an annual basis so that there is complete transparency on the progress being made on the implementation of the Plan.

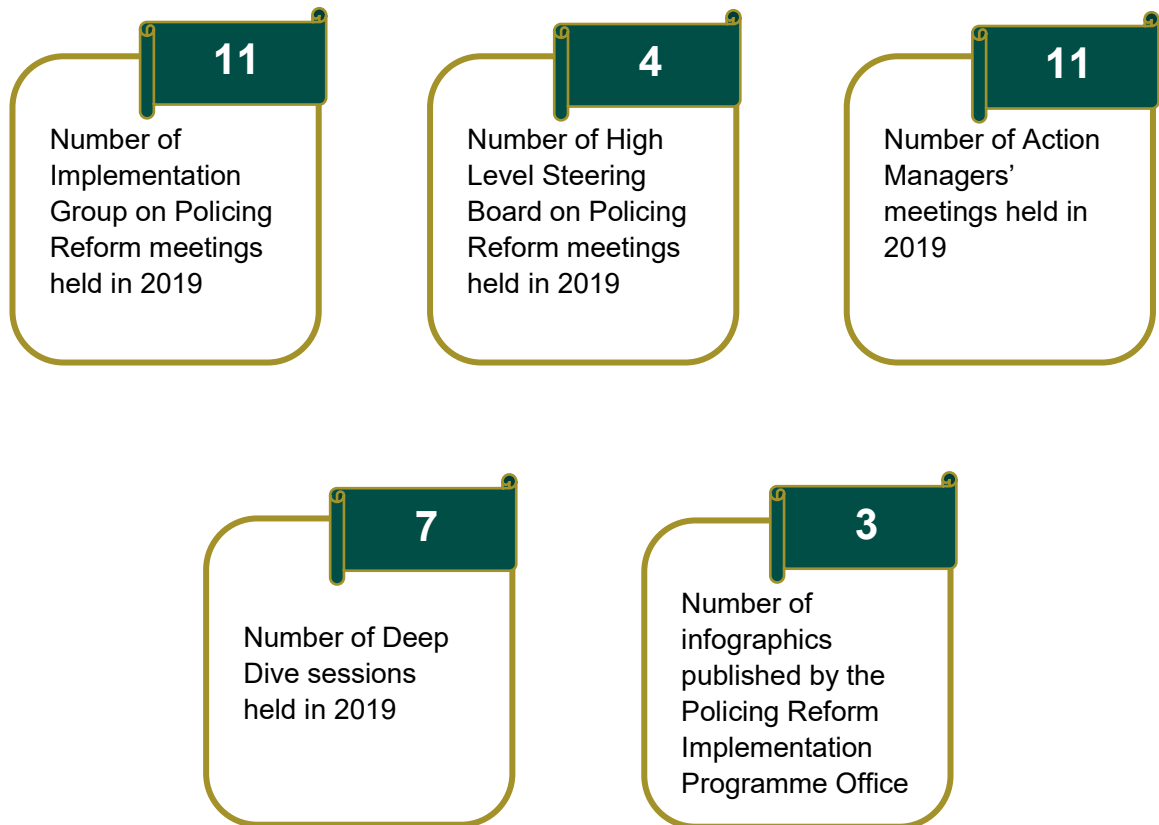
¹ Formerly provided by Cabinet Committee G and Cabinet Committee on Security

Implementation and Oversight Structures²



² References to the relevant Cabinet Committee and Departments are accurate as at November 2020

Programme Activity



Achievements in 2019 include ...

The infographic is a grid of 12 boxes, each containing a specific achievement from 2019. The boxes are arranged in a roughly rectangular layout with varying sizes. The background is a dark green color, and the text and icons are in shades of yellow, white, and blue. The achievements are as follows:

- 748** Garda staff were recruited (Icon: five stylized human figures)
- Cabinet approval given to enable the legislation to **underpin the use of recording devices including body worn cameras** (Icon: Garda in uniform with a camera icon)
- 600** Garda were recruited (Icon: four stylized Garda figures)
- 344** Gardaí back in frontline policing (Icon: two Garda figures with a curved arrow between them)
- 99** Garda Reserves were recruited (Icon: Garda Reserve logo with 'GR')
- Organisational Blueprint** for An Garda Síochána designed (Icon: blueprint with pencil and eraser)
- Innovation Week and Hackathons** Held in An Garda Síochána (Icon: lightbulb and gears)
- Progress has been made in the **development of the General Scheme of the Policing and Community Safety Bill** which will repeal and replace the Garda Síochána Act 2005
- 2,000** mobile devices acquired and roll out to frontline Gardaí commenced (Icon: smartphone)
- Chief Data Officer** appointed In An Garda Síochána (Icon: person with data charts)
- National Security Analysis Centre** established and Director appointed (Icon: person at a desk with a calendar and envelope)
- Head of Internal Communications** In An Garda Síochána appointed (Icon: megaphone with arrows pointing outwards)

Achievements in 2019 include ...

The infographic is a grid of 11 boxes, each representing a different achievement. The top row features a flow diagram for 'Computer Aided Dispatch' showing a mobile phone with '112 999', a computer monitor, and a police car. The remaining boxes are arranged in a grid: two in the second row, two in the third row, and three in the bottom two rows. Each box contains text, an icon, or a small image related to the achievement.

- Computer Aided Dispatch** deployed
- Outline **legislative proposals on codification of legislation defining police powers of arrest, search and detention** approved by Government
- Organisational Operating Model** launched in An Garda Síochána
- Investigation Management System** Phase 1 implemented
- National Public Order Steering Group** established
- Industrial Relations Amendment Bill** enacted
- Digital Strategy** for An Garda Síochána developed
- An Garda Síochána's **Human Rights Strategy** launched
- Human Rights Unit** established in An Garda Síochána
- Full implementation of Phase 2a of the **Performance Accountability Framework (PAF)**

How are we measuring up against the 10 CoFPI Principles?

The Report of the Commission on the Future of Policing in Ireland described a vision for the future of policing and the changes that needed to be made, both across the whole of government and within An Garda Síochána. It envisages a new framework for policing, security and community safety arranged around 10 principles:

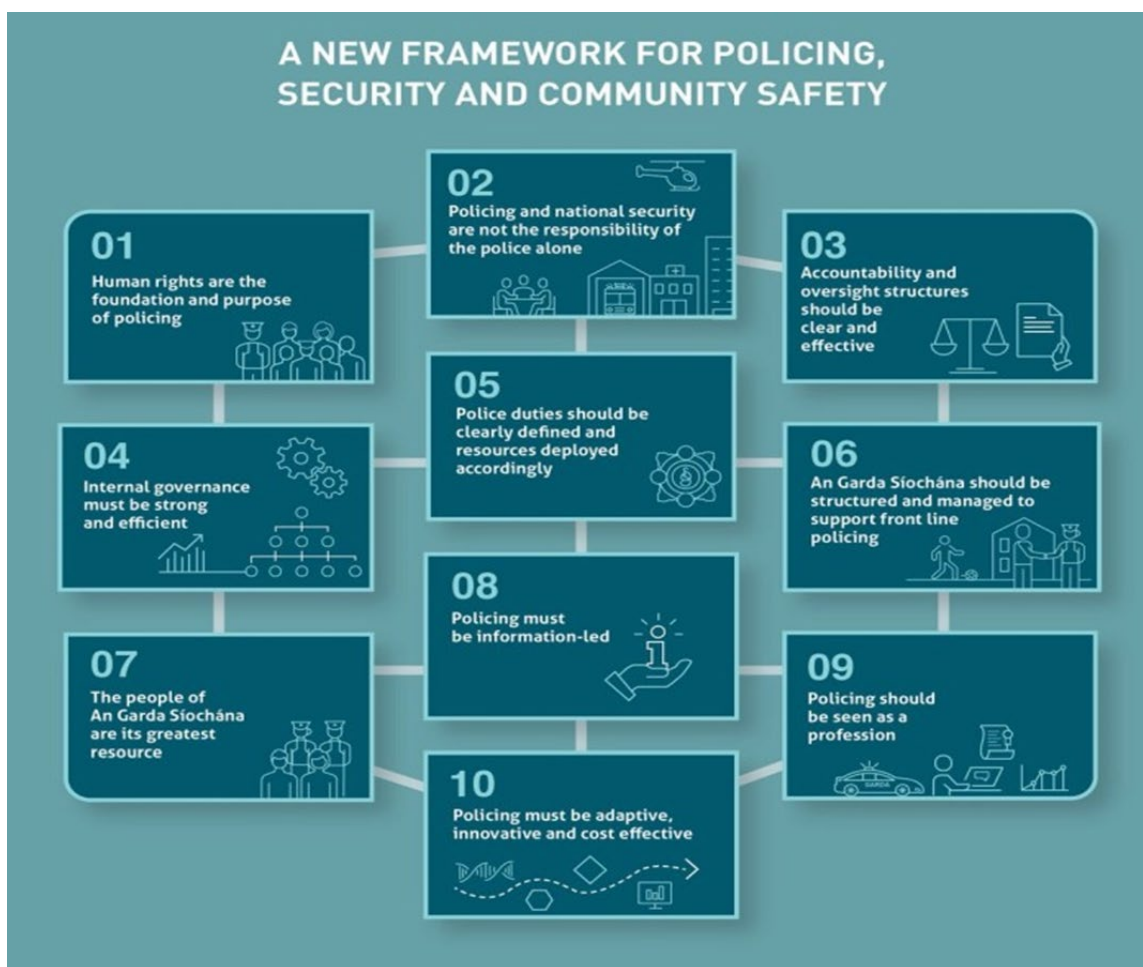


Figure 1 Source: Commission on the Future of Policing in Ireland, *The Future of Policing in Ireland*, page VIII

The recommendations of the Commission were grouped under these ten principles. To reflect progress towards these principles, the progress made in implementing the recommendations of CoFPI during 2019 across the *Building Blocks* and *Launching* phases is detailed in relation to the principles.

First Principle: Human Rights are the foundation and purpose of policing

“The purpose of policing is to protect the human rights of all members of society to live free from violence, abuse, crime and fear.”

The Future of Policing in Ireland (2018), page IX

Under *A Policing Service for our Future*, a number of actions were taken to ensure that human rights are the foundation and purpose of policing, namely:

- A Human Rights Unit was established in An Garda Síochána.
- Key policies, practices and training materials were assessed, and guidance and policy to protect the most vulnerable in the criminal justice system was made available in An Garda Síochána.
- A Human Rights Framework, Human Rights Screening Tool, and Operational Guidance Document were developed to assist Garda personnel.
- The position of Human Rights Legal Advisor was created. The Human Rights Legal Advisor is available to operational commanders to assist and advise on matters pertaining to human rights, and is available to advise operational commanders at both the planning and execution stage of major policing events.
- The **Strategic Human Rights Advisory Committee** (SHRAC) was re-established by An Garda Síochána.
- A Diversity and Integration Strategy was developed by An Garda Síochána and published in October 2019. It delivers for the first time a working definition of hate crime, which aims to protect all minorities and diverse groups within society. It has been



SHRAC advises on the general strategy for embedding and ensuring compliance with the human rights standards described in the Human Rights Framework in all aspects of the work of An Garda Síochána (AGS).

SHRAC evaluates the compliance of AGS with the human rights standards in the Human Rights Framework and delivery of training on human rights in AGS, and makes recommendations to strengthen compliance and on human rights training in AGS.

Membership of SHRAC includes representatives from: Irish Council of Civil Liberties; Garda Síochána Inspectorate; Policing Authority; Garda Síochána Ombudsman Commission; Irish Human Rights and Equality Commission; Irish Centre for Human Rights; Department of Justice

published in twelve languages including English.

- The Human Rights Strategy 2020-2022 was developed by An Garda Síochána with input from a Senior Legal Advisor. The Strategy was approved by the SHRAC and launched in December 2019. The Strategy contains a “seven step” action plan, which concerns:
 - The delivery of training to new and existing Garda personnel
 - The embedding of a recognition of human rights into the day-to-day work of Garda personnel and ensuring Operational Orders such as Use of Force (Firearms), Use of Garda Vehicles in pursuit, Victims of Crime Policy, Arrest and Detention, and Public Order, are all reviewed in the context of this new strategy.
 - Ensuring that An Garda Síochána keeps abreast of developments in the area of human rights developments
 - Monitoring compliance with human rights
 - Addressing external recommendations
 - Assessing implementation of the Strategy, and
 - Developing a successor Strategy.
- Human Rights, along with the Code of Ethics, has been placed at the centre of the Garda Decision Making Model.
- Outline legislative proposals on codification of legislation defining police powers of arrest, search and detention were approved by Government.

Second Principle: Policing and national security are not the responsibility of the police alone

“A central tenet of this report is that policing is not something that the police do alone. It is a responsibility across the community and across government.”

The Future of Policing in Ireland (2018), pages 15-16

MULTI-DISCIPLINARY APPROACHES AND COMMUNITY SAFETY

The recommendations of the CoFPI Report as implemented in *A Policing Service for our Future* emphasise the need for strong and effective multi-disciplinary approaches and interagency collaboration between An Garda Síochána and other public agencies and services at both a national and local level.

Policing and Community Safety Bill

Under *A Policing Service for our Future*, significant progress was made on the drafting of the general scheme of the Policing and Community Safety Bill.

This Bill will redefine policing to include prevention of harm to those who are vulnerable or at risk and place an obligation on Departments of State and relevant state agencies to cooperate with An Garda Síochána in relation to the broader issue of community safety.

The Department of Justice began the process of developing a community safety policy to inform the Bill. The Bill will facilitate stronger co-operation and collaboration between An Garda Síochána and other relevant state agencies on community safety, at both national and local level. This includes the development of community safety partnerships at a local level which will bring together residents, community representatives, business interests, councillors, local authorities, and State services, such as An Garda Síochána, Tusla, and the Health Service Executive (HSE) to devise and implement the Local Community Safety Plans.

Other collaborations include:

Joint Agency Response to Crime ('JARC'): This is a strategic multi-agency initiative involving an intensive, highly collaborative approach to the supervision and rehabilitation of prolific repeat offenders in particular in areas of Dublin, Dundalk, Waterford and Limerick. Its three lead agencies (An Garda Síochána, the Irish Prison Service and the Probation Service) with the active support of the Department of Justice, and in partnership with other

State bodies and community-based organisations – work together in a close and highly structured manner to steer these recidivist offenders away from criminality.

The **Youth – Joint Agency Response to Crime Initiative (Y-JARC)** is a pilot multi-agency approach to manage and address the prolific offending and criminal behaviour of young people aged 16 to 21. The programmes provide an operational approach for enhanced levels of co-ordination and co-operation between An Garda Síochána, the Probation Service, the Irish Prison Service, the Irish Youth Justice Service (Oberstown), and Tusla.

The **Sex Offender Risk Assessment and Management (SORAM)** programme is the joint management of sex offenders between An Garda Síochána and the Probation Service. SORAM targets sex offenders who are subject to Part 2 of the Sex Offenders Act, 2001 and under the supervision of the Probation Service. SORAM is operated at a local and national level.

In December 2019, the **Action Plan for the Joint Management of Offenders (2019-21)** was published. This is an Action Plan agreed by the Department of Justice, the Probation Service, the Irish Prison Service and An Garda Síochána.

The **Criminal Justice Strategic Committee** drives co-operation and inter-agency reform across the criminal justice sector. The Committee is chaired by a Deputy Secretary General of the Department of Justice, and includes the Heads of An Garda Síochána, the Courts Service, the Irish Prison Service, the Probation Service, the Legal Aid Board, Forensic Science Ireland, the Policing Authority and the Director of Public Prosecutions. The Committee is also attended by members of the Department of Justice's Management Board who have responsibilities in the criminal justice area.

The "**Greentown Report**", examining the influence of criminal networks on children in Ireland, was published in 2016 by the REPPP Project, (Research Evidence into Policy, Programmes and Practice), in the University of Limerick (UL). As well as analysing how criminal networks recruit and control often vulnerable children, the Greentown project has attempted to identify the scale of the problem in the State and is now designing a bespoke form of intervention, which will be trialled on a pilot basis, commencing in 2020. This work has been assisted by an international team of experts on crime and criminal networks, together with Irish scientific, policy and practice expertise in child protection and welfare, drugs and community development, strongly supported by key State agencies, particularly An Garda Síochána.

An Garda Síochána are also represented on many multiagency Working Groups, Committees and Forums, including Children and Young People Service Committees (CYPSCs), Connecting for Life Committees, the North East Inner City (NEIC) Programme Implementation Board and associated structures, etc.

NATIONAL SECURITY

The National Security Analysis Centre (NSAC³) was established in 2019. The role of NSAC is to appraise intelligence from An Garda Síochána, other Irish agencies, and other relevant sources about risks to the State including from terrorism and cybercrime. The Director of the National Security Analysis Centre was appointed in July 2019. In December 2019, NSAC held and completed a public consultation on the National Security Strategy and has since prepared its first strategic analysis report.

In line with the relevant recommendation in the CoFPI Report, an updated National Cyber Security Strategy was published in December 2019, by the National Cyber Security Centre. The vision behind the 2019 Strategy is to allow Ireland to continue to safely enjoy the benefits of the digital revolution and to play a full part in shaping the future of the Internet.

³ The National Security Analysis Centre was referred to at the Strategic Threat Assessment Centre (STAC) in the Report of the Commission on the Future of Policing in Ireland

Third Principle: Accountability and Oversight structures for policing should be clear and effective

“[CoFPI has] taken a completely fresh look at the oversight architecture with the aim of creating a structure in which all the parts have clear and distinct roles, and together support the objective of delivering better policing”

The Future of Policing in Ireland (2018), page 43

Under *A Policing Service for our Future*, significant progress was made on the drafting of the general scheme of the Policing and Community Safety Bill.

The Bill includes provisions for an Independent Examiner of terrorist and serious crime legislation. The role of the Independent Examiner will be to review security legislation, examine operational events which give rise to concern, and adjudicate on requests for information from the policing oversight bodies.

This Bill will also redefine policing to include prevention of harm to those who are vulnerable and place an obligation on relevant state agencies to cooperate with An Garda Síochána in relation to the broader issue of community safety. It will also provide for a new coherent governance and oversight framework, ensure strong internal governance and robust, transparent external oversight and effective accountability which will ultimately lead to a better run organisation and more effective policing.

OIREACHTAS COMMITTEE ENGAGEMENTS

An Garda Síochána has a responsibility, as a public body, to engage with the appropriate Oireachtas Committees on policing matters. An Garda Síochána engaged with the Joint Oireachtas Committee on Justice and Equality around a programme of engagement and the Garda Commissioner has appeared before this Committee.

FINANCE CAPACITY

It is acknowledged that the finance capacity within An Garda Síochána requires strengthening. Actions to address this are being implemented throughout *A Policing Service for our Future*.

Work has been undertaken in 2019, to progress towards a costed Policing Plan for An Garda Síochána. During 2019, an interim costed policing plan was prepared and followed with a costed policing plan for 2020. These costed Policing Plans link spending on policing to the strategic objectives of An Garda Síochána, and were based on the information and systems available. It is accepted that as the quality of the information and systems improve that further improvements will be made in terms of costing the Policing Plan.

For non-pay spending, in order to expedite streamlined decision-making processes in non-pay expenditures, a framework for delegated sanctions for An Garda Síochána has been established.

INDUSTRIAL RELATIONS IN AN GARDA SÍOCHÁNA

Management of industrial relations in An Garda Síochána now comes under the remit of the Garda Commissioner. Gardaí will now be able to access the industrial relations mechanisms of the State, due to the enactment of the Industrial Relations (Amendment) Act 2019. This allows for access, through representative associations, to the services of the Workplace Relations Commission (WRC) and the Labour Court to facilitate resolution of industrial relations disputes.

An industrial relations scheme was also finalised to outline the new industrial relations procedures.

MANDATORY INQUESTS

The Coroners (Amendment) Bill 2018 has been enacted. This will entail mandatory reporting and inquest into any death occurring in State custody or detention. Such reporting is already established as good practice.

Fourth Principle: Internal Governance must be strong and efficient

“No Commissioner, no chief executive in any organisation, can be expected to succeed unless they are given the levers of control to get the job done”

The Future of Policing in Ireland (2018), page XI

CoFPI concluded that the “*Commissioner must be a true Chief Executive with full responsibility for the human, financial and other resources*” of An Garda Síochána.

To enable this vision of the Commissioner as a true CEO to be realised, changes will be required to the legislative framework within which the Commissioner and An Garda Síochána operates.

Significant progress has been made during 2019 on the preparation of the General Scheme of the Policing and Community Safety Bill. This Bill will repeal and replace the Garda Síochána Act 2005 (as amended), and will, amongst other things, provide for a new governance and oversight framework to empower the Garda Commissioner to act as the true Chief Executive of An Garda Síochána, and ensure strong internal governance and robust, transparent external oversight and effective accountability, which will ultimately lead to a better run organisation and more effective policing.

In March 2019, training was held for the Senior Leadership Team of An Garda Síochána around governance responsibilities. This training incorporated the following themes:

- Corporate Governance overview and concepts
- Internal Control Systems
- Board Roles, Functions and Responsibilities
- Board Effectiveness

During 2019, the procurement decision making process in An Garda Síochána was documented and reviewed to establish the “as-is” position and a design for the “to-be” process was developed. Streamlined and enhanced processes for procurement and decision-making procedures are being developed and implemented.

A policy has been finalised on 5-year contracts for the Senior Leadership Team.

Fifth Principle: Police duties should be clearly defined and resources deployed accordingly

“Many hours of sworn police time are thereby squandered on duties which could and should be done by non-sworn personnel or by others who are not members of the police service at all.”

The Future of Policing in Ireland (2018), page 33

In addition to its core community safety functions, historically An Garda Síochána have performed a large number of non-core duties, which can absorb time and resources from other functions. Following a review of the non-core duties, several were identified to be reassigned to other agencies through co-operation between An Garda Síochána, and the Department of Justice, the Courts Service, and the Irish Prison Service.

Government approved the preparation of a general scheme to repeal the Dublin Carriage Acts 1853-55 and relieve An Garda Síochána of responsibility for the regulation and licensing of horse-drawn carriages in Dublin. The relevant functions would instead be exercised by local authorities, including Dublin City Council, to regulate horse-drawn carriages within their respective functional areas.

The Department of Foreign Affairs have facilitated nominated witnesses other than members of An Garda Síochána to witness repeat passport applications. First time applicants still require verification by a Garda.

A programme to modernise the immigration function at Passport Control in Dublin Airport is being implemented in collaboration with the Department of Justice. Immigration officers from the Irish Naturalisation and Immigration Service (INIS) are undertaking an increasing role in checking passports.

This will ensure more Gardaí are available for front-line policing duties. In 2019, under *A Policing Service for our Future*, 344 Gardaí were reassigned to frontline policing.

Sixth Principle: An Garda Síochána should be structured and managed to support front line policing

“[T]he structure of An Garda Síochána should reflect the prime importance of the front line in policing”

The Future of Policing in Ireland (2018), page 60

ORGANISATIONAL OPERATING MODEL

The new Organisation Operating Model, incorporating the Local Policing Model, is a key initiative being delivered under *A Policing Service for our Future*. Under the Garda Operating Model, Divisions will increase in size, will be operationally autonomous, and will be the key to policing delivery.

Regions and Divisions will have greater control over how policing is delivered, while working to a corporate framework and oversight from the centre. The focus of the centre will be on supporting Regions and Divisions.

Under *A Policing Service for our Future* a Local Policing Model was designed, implemented and successfully trialled in four Divisions - Galway, Cork City, Mayo and Dublin Metropolitan Region (DMR) South Central, before incorporation into the new Operating Model.

The new Operating Model is currently being implemented. The new model enhances the organisation's structures, processes, services and governance and shifts emphasis to local community policing.

In 2019 the Operating Model commenced roll-out to the Galway, Cork City, DMR South Central, Meath/Westmeath, and Limerick Divisions, and will continue to be implemented on a phased basis.

Under this model, Garda Headquarters will be less involved in the routine management and decision making for policing delivery. This is now devolved to the Regions and Divisions. A detailed analysis and implementation plan have been created to realise these changes and is currently in progress.

Divisional Protective Services Units (DPSUs) are being established across the State. DPSUs will deliver a consistent and professional approach to the investigation of specialised crime types, including sexual crime, human trafficking, child abuse and domestic abuse. At the end of 2019, DPSUs are established in 13 locations nationwide, namely Carlow, Cork City, DMR East, DMR South, DMR South Central, DMR West, Galway, Kerry, Kilkenny, Limerick, Louth, Tipperary, and Waterford Garda Divisions.

COMMUNITY PARTNERSHIPS

The following details a number of community partnership initiatives operating with An Garda Síochána in conjunction with communities:

Garda Youth Diversion Projects (GYDPs) are funded by the Department of Justice through the Community Programmes Unit of Irish Youth Justice Service (IYJS) and co-funded under the European Social Fund 2014-2020 Human Capital Investment Programme. There are 100 GYDPs located in communities across the country. These projects deliver community based, multi-agency youth crime prevention initiatives primarily seeking to divert young people who have been involved in anti-social and /or criminal behaviour.

In 2019, Garda Commissioner Drew Harris launched **An Garda Síochána National Youth Awards**. These awards, at Divisional and National level, celebrate outstanding young people aged between 13 and 21 years and recognises the good work they are doing throughout their communities.

The **National Rural Safety Forum** was established, following stakeholder consultation between An Garda Síochána and key partners such as the Irish Farmers Association (IFA), Muintir na Tíre and local community groups, to provide a platform for a collaborative partnership approach to support the delivery of a rural community policing service. The Forum held its inaugural meeting in April 2019.

Joint Policing Committees (JPCs) are run nationwide and aim to develop greater consultation, cooperation and synergy on policing and crime issues between An Garda Síochána, Local Authorities and elected local representatives. JPCs also facilitate the participation of the community and voluntary sectors in this regard.

Neighbourhood Watch is a crime prevention and community safety programme for urban areas operating as a partnership between An Garda Síochána and the public. It works on the basis that every member of a community can help to improve the quality of life in the area by keeping a look out for neighbours and reporting suspicious activities to the Gardaí.

Community Alert is a community safety programme for rural areas with an emphasis on older and vulnerable people. It operates as a partnership between the community, An Garda Síochána and Muintir na Tíre.

An Garda Síochána partnered with the Centre for Deaf Studies, Trinity College Dublin and Sign Language Interpreting Service (SLIS) to develop a Pilot initiative to support members of the Deaf community attending Cabra and Tralee Garda stations. The initiative was launched by video on 25th October 2019. The video enables the deaf community to understand how they can now have direct access to services of An Garda Síochána in Cabra and Tralee Garda Stations.

Four Garda Stations have been selected to participate in a training opportunity in conjunction with the National Office Suicide Prevention (NOSP), these are Letterkenny, Carlow, Tallaght and the Garda National Protective Services Bureau. In addition to this targeted training, an information pack was disseminated to all Garda managers in conjunction with the NOSP regarding the opportunities available to engage in suicide intervention/prevention training programmes via local resource centres.

WORKFORCE PLANNING AND MODERNISATION

- In 2019, an organisational census of An Garda Síochána was undertaken.
- Job specifications for all roles under consideration for Garda reassignment in 2019 were created.
- In 2019:
 - 600 Gardaí were recruited
 - 344 Gardaí returned to frontline policing
 - 748 Garda staff were recruited
 - 114 Gardaí were promoted to the rank of Sergeant
 - 99 Garda Reserves commenced training
- Following the intake of the 99 Garda Reserve, the recruitment to the Garda Reserve was paused. A review of the Garda Reserve was undertaken and a Garda Reserve Strategy drafted.
- An Garda Síochána's People Strategy 2019-2021 was published.



An Garda Síochána people strategy
2019 - 2021

Seventh Principle: The People of An Garda Síochána are its greatest resource

“Every organisational culture is affected by how well the organisation treats its own people.”

The Future of Policing in Ireland (2018), page 87

A Policing Service for our Future recognises that An Garda Síochána must reflect the diversity of Irish Society which it serves. In 2019, An Garda Síochána, in conjunction with the Public Appointments Service, ran a recruitment campaign to encourage increased diversity in applicants. It was run across print, cinema, radio and other mixed media, and incorporated a poster campaign in 13 different languages.

Uniformed Gardaí marched for the first time in the Dublin Gay Pride Parade in June 2019.

CoFPI found that the Garda uniform was a long-standing issue which needed to be addressed. In 2019, the new uniform was piloted and the procurement process was commenced. In addition, a decision taken in 2019, saw the Garda uniform policy updated so that members of the Sikh community will be permitted to wear turbans, while Muslims will be allowed to wear the hijab, as part of the Garda uniform subject to operational, and health and safety obligations.

An Garda Síochána has appointed a Head of Internal Communications. Following documentation of the current communications processes, recommendations have been made for the improvement of communications processes, and digital options for internal communications have been explored. As a result, an internal communications strategy has been finalised.

A staff cultural engagement proposal was developed and piloted. 12 initiatives were identified and have been commenced.

Research was also conducted on a Health, Welfare and Wellness strategy. In support of this, a Health Needs Assessment Survey was conducted in An Garda Síochána, to establish the views of Garda personnel on a range of areas including the physical and mental health of individuals, workplace culture and demands, as well as uptake of, and views on, mental health and trauma support provided by the organisation.

LEARNING AND DEVELOPMENT

It is a central tenet of the CoFPI report that education and learning is core to the future of An Garda Síochána.

The Garda Executive Leadership Programme (GELP), designed to enhance and further develop the leadership skills of senior personnel has been established, and the first participants selected.

In service e-Learning programmes are now being provided by the Garda College to enhance Garda Training (in the key areas of Youth Diversion, Investigation Management System, Enterprise Content Management, the Roster Duty Management System and Children First) and additional programmes are being developed. Partnerships with higher education institutions for the delivery of additional e learning programmes are also being explored. A prospectus of all current in-house learning programmes including e-learning programmes have been developed and rolled out.



In order to enhance the skills and enable further professional development for Garda staff, training has been provided in conjunction with OneLearning. OneLearning is the Irish Civil Service Learning and Development Centre, and is responsible for the provision of learning and development which supports the development of skills and competencies across the Civil Service.

As of December 2019, over 900 Garda staff have attended OneLearning courses across a number of areas including: IT Skills, Report Writing, Minute Taking, Oral Communications, Briefing Notes & Submissions, Presentation Skills, and Record Training courses

Newly promoted staff undertook training in 'Managing People and Performance' as part of their development programme.

ROSTER REFORM

Research, workshops and engagement with key stakeholders on roster reform were conducted.

NEIC WORK EXPERIENCE PROGRAMME

The North East Inner City (NEIC) Initiative is a social regeneration initiative supported by Government involving local communities in the NEIC, businesses and statutory agencies creating opportunities to bring about lasting, positive change in the area. The NEIC work experience programme is one strand in a coordinated effort to open doors, raise awareness and aspirations and ultimately to provide students in Dublin 1 schools with access to and insight into professions and career paths outside their existing network.

In 2019, 8 students undertook work experience in Store Street Garda Station and 1 student undertook placement in the Garda Headquarters in the Phoenix Park, Dublin.

The feedback from all participants was overwhelmingly positive.

Eighth Principle: Policing must be information-led

“Good decision making depends on timely, accurate information”

The Future of Policing in Ireland (2018), page XIV

Data has significant potential as an instrument to be used in tackling crime, and in identifying trends before they arise. A Chief Data Officer has been appointed within An Garda Síochána to progress how AGS collect, manage, and use digital content and information.

The Public Order Strategic Threat and Risk Assessment has been completed. This will be integrated with public order policies and procedures.

2,000 mobile devices have been acquired and roll-out to frontline policing has commenced. These mobile devices, known as Mobile Data Stations, will support frontline Gardaí by providing the same access to information as if the Garda were at a station, for a more efficient use of resources and time spent within the community. This is achieved through the use of apps, such as the Traffic App which provides frontline Gardaí with real-time detections of disqualified drivers, untaxed cars and stolen vehicles.

The **Schengen Information System II (SIS II)** project achieved technical readiness in December 2019.

The second generation of the Schengen Information System— SIS II - is an information system that allows national border control, customs and police authorities responsible for checks at the external Schengen border as well as within the Schengen Area to circulate alerts about wanted or missing people and objects such as stolen vehicles and documents. SIS II therefore, continues the important role of compensating for the abolition of internal border checks and facilitates the free movement of people within the Schengen Area.

SIS II provides information on individuals who do not have the right to enter or stay in the Schengen Area, or on those who are sought in relation to criminal activities. SIS II also contains information on missing persons, in particular children or other vulnerable individuals who are in need of protection. Details of certain objects are also recorded in SIS II, for example, cars, arms, boats and identity documents that may have been lost, stolen, or used to carry out a crime

Ninth Principle: Policing should be seen as a profession

“The culture should be one of a team of professionals working together ...”

The Future of Policing in Ireland (2018), page XV

Progress has been made in developing new practices to continue the advancement of An Garda Síochána as a skilled, ethical, contemporary and effective police service.

The implementation of the Probation Policy for Garda Staff has been reviewed and the findings administered.

Regulations under S.I. No. 668/2019 - Garda Síochána (Specified Ranks) (Severance Programme) Regulations 2019 to underpin a highly targeted severance programme were drafted and enacted. The severance programme was launched on 23 December 2019.

PERFORMANCE MANAGEMENT

CoFPI noted that “[p]erformance management is crucial to any professional organisation and a strong determinant of internal culture”.

The Performance, Accountability and Learning Framework (PALF) system has been developed to support performance assessment and development for all Gardaí. By December 2019, around 10,315⁴ Gardaí had been trained in using PALF – this represents 81% of Gardaí excluding probationer Gardaí. As of 12 December 2019, the proportion of PALF-trained Gardaí participating in the process is 65%, which on an organisational level (total strengths excluding probationer Gardaí) represents 52% of all Members who are available to participate in the PALF process.

Significant consideration has been given to performance management of Garda staff. A plan to introduce performance management for Garda staff has been developed.

⁴ This figure is up to 12 December 2019 and excludes retirees/leavers

Tenth Principle: Policing must be adaptive, innovative and cost effective

“The challenges of policing will continue to change, and An Garda Síochána and its partner agencies all need to be able to continue to adapt”

The Future of Policing in Ireland (2018), page XV

Mobile technologies and advanced technology platforms will be used to continue to enhance the delivery of policing within the community. Reviews have been undertaken of the current technology platforms in use by An Garda Síochána and recommendations made to benchmark against other similar public bodies in Ireland. A new Digital Strategy, built around organisation-wide digital services has been created.

The developments under this principle will allow Gardaí to have a greater presence within the community, by allowing access to real-time information and the ability to input and update information as it occurs.

An **Enterprise Content Management System (ECM)** is being deployed country wide – to date it has been deployed in the Northern, Southern and Western Regions.

ECM serves as a single repository for all documentation and multimedia content created

IMS will allow for the management of activities completed as part of an investigation, maintain a full history of the chain of events in an investigation, manage information gathered, and decisions/actions taken

An **Investigation Management System (IMS)** is being implemented nationally on a phased basis. Phase 1 of roll-out has been completed.

Computer Aided Dispatch (CAD) deployment nationwide has been consolidated. An Garda Síochána now has 4 regional control rooms in place – (1) Dublin Metropolitan Region & Eastern Region (combined), (2) South Eastern Region, (3) Southern Region and (4) Western & Northern Region (combined). Each of these control rooms manage calls for service in those respective regions.

Computer Aided Dispatch serves to manage the capture of the details of all emergency calls and the dispatch of resources to the incident

Cabinet approval has been received to enable the drafting of legislation to underpin the use of recording devices, including body-worn cameras.


INNOVATION

An 'Innovation Week' was held in An Garda Síochána in July 2019. A total of 418 submissions were received from Gardaí and Garda staff nationwide suggesting various ways the organisation could improve. 13 ideas were selected to proceed to trial implementation with 2 additional ideas being considered further.

Two hackathons were undertaken, in September 2019, to look at organisational challenges and technology for policing, and which highlights the innovative and progressive skills of An Garda Síochána.

The presentation to winning personnel took place as part of a Showcase Event at Croke Park in September 2019.

Actions for improvement have been identified from these events, and will be put into practical effect. Implementation will be monitored in connection with *A Policing Service for our Future*.



A full-day Hackathon on Organisational Challenges took place in DCU Ryan Academy. 100 Gardaí and Garda staff from across AGS attended the innovative problem-solving event to hack five challenges facing the organisation. Two teams were selected as winners on the day



A two-day Hackathon on Technology Challenges was organised in Limerick by Garda ICT Division with key contacts from the Danish, Dutch and Swedish police services in attendance

What's Next?

A Policing Service for our Future is set out across four key phases:

- *Building Blocks* (6 months' duration)
- *Launching* (6 months' duration)
- *Scaling* (18 months' duration)
- *Consolidation* (12 – 18 months' duration currently envisaged)

2019 saw the completion of the first two phases of implementation – the *Building Blocks* and *Launching* phases.

2020 will see the commencement of the *Scaling* Phase. The *Scaling Phase* Plan provides a clear roadmap for policing reform over an 18-month period (October 2020 to March 2022). This is the critical phase of the programme of reform, during which the programme gains momentum. The delivery of the majority of the actions will be started or executed during the *Scaling* Phase.

The High Level Steering Board on Policing Reform, the Implementation Group on Policing Reform, and the Policing Reform Implementation Programme Office, continue their work to drive, support, and deliver implementation of *A Policing Service for our Future*.

The 2020 *A Policing Service for our Future* Annual Progress Report will be published in 2021.

[gov.ie/policingreform](https://www.gov.ie/policingreform)

