



CIGIREACHT AN GHARDA SÍOCHÁNA
GARDA SÍOCHÁNA INSPECTORATE

Report of the Garda
Síochána Inspectorate

PROGRESS ON IMPLEMENTATION OF RECOMMENDATIONS

POLICING
IN IRELAND
LOOKING FORWARD

AUGUST
07

A REVIEW OF THE IMPLEMENTATION STATUS OF RECOMMENDATIONS
CONTAINED IN THE THIRD REPORT OF THE GARDA SÍOCHÁNA
INSPECTORATE ON POLICING IN IRELAND

REVIEW OF REPORT FEBRUARY 2021

*Implementation Update of the Recommendations Contained in the Third Report of the Garda Síochána Inspectorate
Policing in Ireland, Looking Forward*

Recommendation Number	Recommendation	Accepted (A); Accepted with Modification (AM); Rejected (R).	Inspectorate Assessment of the Progress of the Recommendation
1	Effectively articulate strategic and measurable change priorities in clear and unambiguous terms.	A	The recommendation is implemented.
2	Communicate the Garda values so that all employees know them, embrace them and put them into effect in their daily work.	A	The recommendation is implemented.
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	While some progress has been made, subsequent inspections found that the recommendation was not yet fully implemented. As it is the subject of additional recommendations in subsequent Inspectorate reports, and it is part of the 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.
4	Operate Garda Headquarters as a corporate head office maintaining strategic direction and control.	AM	The recommendation is implemented.
5	Provide administrative/clerical support for regional assistant commissioners, divisional chief superintendents and district superintendents and assign crime analysts to each Garda region.	A	The recommendation is implemented.

Last review conducted on 2 February 2021

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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	The recommendation is implemented.
7	Have regional assistant commissioners publish annual policing plans and report individually on performance as part of the Garda Síochána Annual Report.	A	The recommendation is implemented.
8	Provide clear, updated job descriptions for chief superintendents, superintendents and inspectors within the regions to clarify their respective remits.	A	The recommendation is implemented.
9	Develop community policing as the fundamental policing philosophy at the core of the organisation.	A	The recommendation is implemented.
10	Implement a consistent rural policing model that enhances visibility and makes best use of Garda resources in serving local communities.	A	The recommendation is implemented.
11	Channel more Gardaí in urban areas into better organised and properly managed 'flexi-units.'	A	The recommendation is implemented.
12	Relieve superintendents assigned outside of the Dublin Metropolitan Region of their court prosecution role.	R	The recommendation is rejected.
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	The recommendation is implemented.

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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	Subsequent inspections found that the recommendation was not implemented. As it is the subject of additional recommendations in subsequent Inspectorate reports, and it is part of the 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.
15	Develop a more strategic policing model, utilising timely data and emphasising the importance of prevention and intervention.	A	The recommendation is implemented.
16	Implement structured briefing /tasking of Garda Units at shift changeovers.	AM	The recommendation is implemented.
17	Enhance section sergeants' ability to supervise by making them more mobile.	A	The recommendation is implemented.
18	Promote multifaceted solutions to local public order issues in conjunction with the joint policing committees.	A	The recommendation is implemented.
19	Ensure that all police officers, not just specialised traffic units, pay considerable attention to traffic and road safety.	A	The recommendation is implemented.
20	Cross-train traffic officers to prevent detect and interdict crime, such as the smuggling of drugs and other contraband.	A	The recommendation is implemented.

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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	The recommendation is implemented.
22	Develop a recruitment and selection strategy that ensures a talented, multi-cultural, multilingual workforce, both sworn and non-sworn.	A	While some progress has been made, subsequent inspections found that the recommendation was not yet fully implemented. As it is the subject of additional recommendations in subsequent Inspectorate reports, and it is part of the 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.
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 recommendation is implemented.
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	The recommendation is implemented.
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	The recommendation is implemented.

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26	Build a continuing professional development and training programme for each rank and civilian grade in the organisation.	A	The recommendation is implemented.
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	The recommendation is implemented.
28	Agree a strategy and develop a timeframe for the introduction of a professional performance management system.	A	The recommendation is implemented.
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>While some progress has been made, subsequent inspections found that the recommendation was not yet fully implemented.</p> <p>As it is the subject of additional recommendations in subsequent Inspectorate reports, and it is part of the 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.</p>

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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	The recommendation is implemented.
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 recommendation is implemented.
32	Develop a transport policy that is primarily driven by business needs and set out strategies to resource and implement that policy.	A	The recommendation is implemented.
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 recommendation is implemented.
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	The recommendation is implemented.
35	Develop, prepare and publish a strategic Garda accommodation plan.	AM	The recommendation is implemented.

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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	The recommendation is implemented.
37	Provide central, secure property storage sites at the busiest centres and construct dedicated Garda firearms ranges and facilities for tactical firearms training.	A	The recommendation is implemented.
38	Adopt a strategic approach to procurement as recommended in the National Public Procurement Policy Framework.	A	The recommendation is implemented.