

# Garda Síochána Inspectorate Report

## *‘Countering the Threat of Internal Corruption’*

*A review of counter-corruption structures, strategies and processes in An Garda Síochána.*



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An Roinn Dlí agus Cirt  
Department of Justice

## Implementation Plan

September 2022

## Background

The Minister for Justice, Helen McEntee TD published the Garda Síochána Inspectorate Report ‘*Countering the Threat of Internal Corruption*’ (<https://bit.ly/3mS4GZf>) on the 25 March 2021. This Report was highlighted in the Garda Síochána Inspectorate 2019 - 2021 work plan and is the first GSI-initiated inspection. In considering which aspects of policing should be examined, the Inspectorate consulted widely with a number of key stakeholders including An Garda Síochána, the Policing Authority and the Department of Justice. A number of areas were identified as being most important in terms of the potential impact on public confidence in policing. One such area was countering the risk of corruption within policing and, as a result, this area was selected for inspection.

The purpose of the inspection was to examine the effectiveness of An Garda Síochána at preventing, detecting and mitigating against the threat of internal corruption. The inspection also assessed structures, strategies and processes in An Garda Síochána, benchmarking them against a range of commonly accepted counter-corruption functions which are considered necessary for any modern police service to operate effectively. In developing the Report, the Garda Síochána Inspectorate had extensive engagement with An Garda Síochána and also with other stakeholders including European and International Organisations; International Policing Organisations; other State Bodies and other stakeholders including NGOs.

Ireland was recently the subject of a Fifth Round Evaluation by GRECO (the Council of Europe Group of States Against Corruption), which focused on ‘*Preventing corruption and promoting integrity in central governments (top executive functions) and law enforcement agencies*’. It is anticipated that GRECO’s evaluation report of Ireland will be published shortly. A number of the recommendation in GRECO’s report are expected to be fulfilled through the implementation plan for the Garda Inspectorate Corruption report.

Significant progress has been made by An Garda Síochána in implementing recommendations in line with the Garda Síochána Inspectorate Report, and these are reflected within this joint Implementation Plan.

Progress to date includes:

- Deputy Commissioner Strategy, Governance & Performance appointed as Senior Police Leader with responsibility for Counter Corruption in An Garda Síochána.
- An Garda Síochána Anti-Corruption Strategy Statement 2022-2024 is in place and a High-Level Governance Framework for Counter Corruption in An Garda Síochána has been developed and approved.
- A number of Anti-Corruption related policies and procedures have been developed, approved and circulated to the Garda organisation.
- Legislation to enable testing for controlled drugs in An Garda Síochána has been enacted and supporting regulations are being drafted.
- A number of enhanced mechanisms have been put in place to facilitate Garda Personnel to report wrongdoing in confidence.
- Responsibility for Standards in Public Office, Ethics in Public Office declarations, has been transferred from the Director of Finance, An Garda Síochána, to the Garda Anti-Corruption Unit.
- A scoping exercise has been completed to support In-Career Vetting in An Garda Síochána and a High Level In-Career Vetting Steering Group has been established.
- A Programme Promoting Professionalism and Integrity in An Garda Síochána continues to be implemented, which includes a Communications Strategy, incorporating briefings, e-learning and training.

## Report Structure

The report is structured around five pillars and makes thirty four recommendations, of which thirty are directed to An Garda Síochána, three are directed to the Department of Justice and one to the Department of Transport. The recommendations fall into five categories:

- **Strategy and Governance** in terms of the identification and management of risk, internal and external oversight and the current anti-corruption architecture and strategy.
- **Enhancing Professional Integrity** in terms of ethics and integrity training, organisational registers and disclosures, substance testing, transparent and ethical decision making, professional standards and maintaining professional boundaries.
- **Building Organisational Resilience** against corruption in terms of selection, vetting, leadership and supervision, physical and systems security and procurement.
- **Identifying and Investigating Corruption** in terms of protected and confidential disclosures, intelligence, investigation, regulation and information sharing.
- **Reducing the Impact of Corruption** in terms of demonstrating an effective response to reports of corruption and organisational learning.

## Role of the Garda Anti-Corruption Unit

Since the establishment of the Garda Anti-Corruption Unit (GACU), there is strong complimentary synergy between GACU's existing programme of work and the main recommendations of the Garda Síochána Inspectorate Report. The Garda Síochána Inspectorate Report and the GACU both seek to enhance structures, strategies and processes in An Garda Síochána to counter the threat of internal corruption.

The role of the Garda Anti-Corruption Unit is to proactively prevent, reduce and detect corruption, safeguarding the reputation and integrity of An Garda Síochána. Promoting integrity is the foundation upon which the Garda Anti-Corruption Framework is built and the GACU will perform a central role supporting integrity and professionalism in the Organisation.

The GACU will play a significant role in implementing the recommendations in this joint Implementation Plan. Following the completion of a Strategic Threat & Risk Assessment of Corruption in An Garda Síochána, a number of current and emerging corruption risks were identified and actions have been taken to mitigate against these risks, including the introduction of Anti-Corruption Policies.

These policies include an Anti-Corruption Policy, Substance Misuse (Controlled Drugs) Policy, and a Professional Boundaries and Abuse of Power for Sexual Gain Policy. These policies address organisational risks highlighted in the Garda Síochána Inspectorate Report, and their publication delivers on a number of recommendations contained in this Report.

The establishment of the GACU delivers on one of the key recommendations under 'A Policing Service for Our Future' and the implementation plan for the 'Commission on the Future of Policing in Ireland', in line with the Programme for Government.

## Overview of Recommendations

This Implementation Plan sets out how the thirty four recommendations outlined in the Garda Síochána Inspectorate Report will be delivered. In total thirty two of the thirty four recommendations are accepted in full, with Recommendations 10 and 24 accepted in part. Thirty recommendations are directed at An Garda Síochána, three at the Department of Justice and one at the Department of Transport.

A detailed joint Implementation Plan outlining the steps necessary to deliver on each of the recommendations including indicative timelines is set out at Appendix One. The Implementation Plan will run over the next two years, however, it is anticipated that some actions may require longer to be fully implemented. It should be noted that the implementation of the recommendations will be contingent on a number of key enablers as identified in the Garda Síochána Inspectorate Report being in place including –

- Sufficient resourcing
- ICT Systems and Infrastructure
- Legislation

Consideration of proposals for any legislative changes will be subject to ongoing engagement between the Department of Justice and An Garda Síochána, as appropriate. In addition, some recommendations may need to be considered in the context of broader public sector policy.

## Recommendations for the Department of Justice and the Department of Transport

The three recommendations directed at the Department of Justice have been accepted in full. In summary the recommendations are –

- **Recommendation 1** to develop a strategic understanding of the risk of internal corruption across the criminal justice sector;
- **Recommendation 12** to review post-employment activities of the Garda workforce; and
- **Recommendation 27** to ensure that all instances of conduct linked to sexual violence or abuse of power for sexual gain arising from the actions of a member of the Garda workforce acting in their professional capacity and which may potentially breach of Articles 2 & 3 of the European Convention on Human Rights is subject to an independent external investigation.

However, the implementation of An Garda Síochána recommendations will require continuing engagement between An Garda Síochána and the Department.

**Recommendation 20** in relation to the statutory provision regarding the emergency exemption from the Fixed Charge Penalty System has been accepted by the Department of Transport which is currently reviewing the statutory framework in this area having regard to the findings outlined in the Inspectorate report.

## Legislation

A number of recommendations have been identified as requiring legislative change and work is already underway to deliver on those recommendations. This includes but is not limited to:

- **Recommendation 7** – Substance Misuse – Legislation to support workplace drug testing was introduced as part of Garda Síochána (Functions and Operational Areas) Bill 2021, under Part 4 Section 30 by amendment of Section 122 of Act of 2005, in May 2022. The Department of Justice &

An Garda Síochána are advancing the drafting of Regulations to accompany this legislation. The draft Regulations are currently under review by the Office of Parliamentary Counsel.

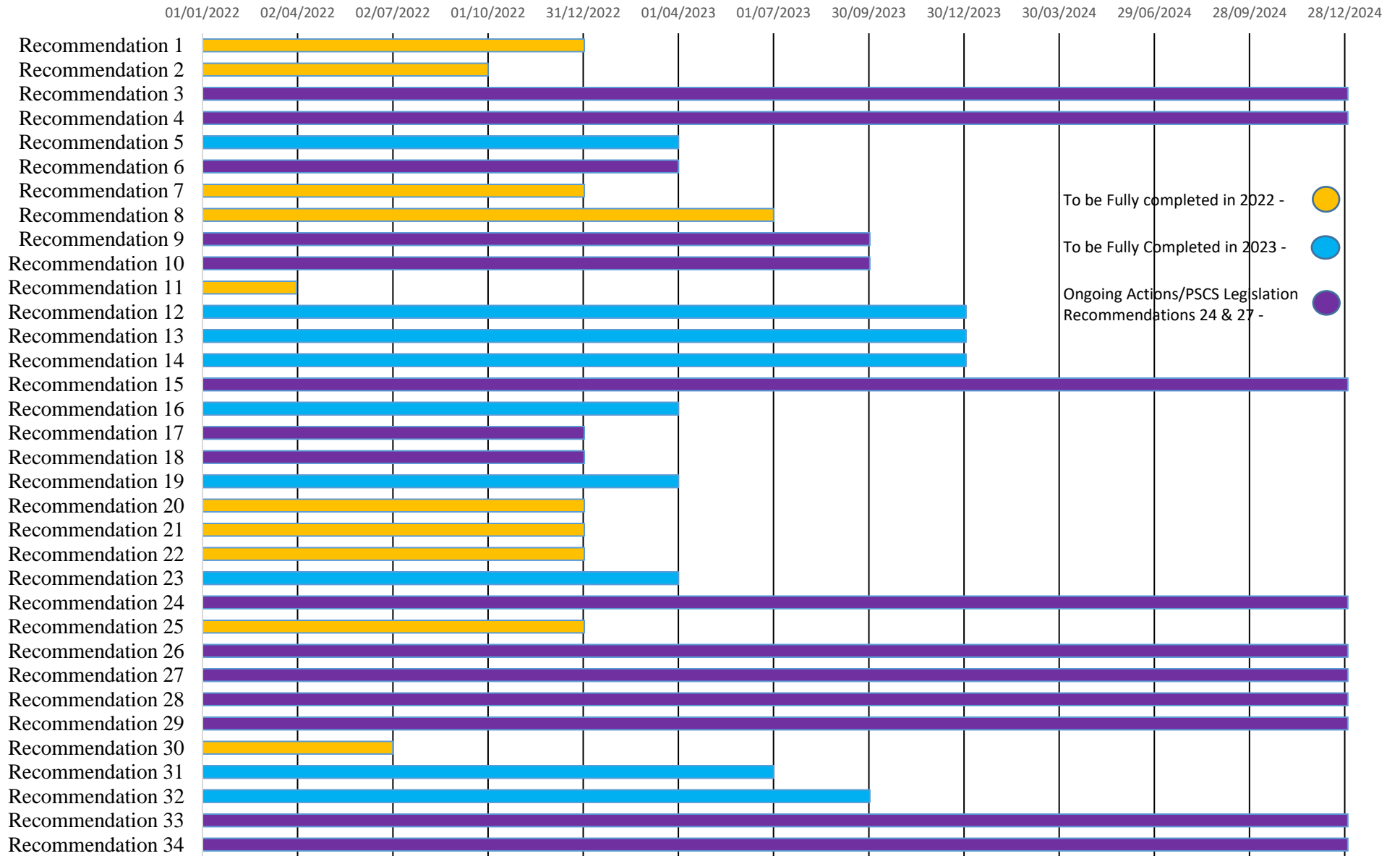
- **Recommendation 24** –Intelligence Sharing (Being taken forward by the Policing, Security and Community Safety Bill which is currently being drafted).
- **Recommendation 27** – External Investigation (Being taken forward by the Policing, Security and Community Safety Bill which is currently being drafted).

In relation to **Recommendation 20** regarding the statutory provision for the emergency exemption from **the Fixed Charge Penalty System**, as mentioned above the Department of Transport is reviewing the current statutory framework in road traffic law in relation to emergency service exemptions, having regard to the findings outlined in the Garda Síochána Inspectorate Report.

As implementation of the Garda Síochána Inspectorate Recommendations progresses, consideration will be given to any need for the development of further legislative proposals, as appropriate. This will be subject to ongoing engagement between the Department of Justice and An Garda Síochána. Any proposal for legislative change will be underpinned by a detailed analysis of the issue and will have full regard to the recommendations in the Garda Síochána Inspectorate Report.

### **Summary of Recommendations**

The chart below summarises how each recommendation will be taken forward including indicative timelines as to when each recommendation will be fully completed. Many of the recommendations have multiple steps necessary to deliver on each recommendation and these are clearly set out in the plan including more detailed indicative timelines. Some actions have already been completed and these are highlighted in the detailed plan. It should further be noted that some actions will be categorised as ongoing such as communications plans, resourcing etc. and will continue beyond the lifetime of this plan. In addition, and with particular reference to Recommendations 20, 24 and 27 these include legislative changes and actions will be completed in line with the relevant legislation.



## APPENDIX 1 – Detailed Implementation Plan

This detailed Implementation Plan sets out how each of the Garda Síochána Inspectorate Recommendations will be progressed.

### 1. Strategy and Governance

<b>Recommendation 1 – Strategic Threat and Risk Assessment</b>	<i>The Department of Justice should develop, a strategic understanding of the risk of internal corruption across the Criminal Justice Sector with the objective of developing an overarching strategy and multi-agency approach to the management of the corruption threats.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
The Criminal Justice Strategic Committee (CJSC), comprising the leaders of the Department and key criminal justice agencies, has considered this issue and agreed to establish a working group to take it forward	<b>COMPLETE</b>	<b>Department of Justice</b>
This working group, involving all relevant criminal justice agencies, is in the process of being established under the aegis of the CJSC which it will report to	<b>Q4 2022</b>	<b>Department of Justice</b>  Note: Ongoing.

<b>Recommendation 2 – Strategy and Governance in the Garda Síochána</b>	<i>The Garda Síochána should develop and implement a governance process for identifying and mitigating the threats, risks and potential harms associated with internal corruption. This process must include:</i>	
	<ul style="list-style-type: none"> <li>• <i>The appointment of a Senior Police Leader with responsibility for Counter Corruption.</i></li> <li>• <i>The development of a Strategic Assessment of Corruption Threats.</i></li> <li>• <i>The setting out of a Counter Corruption Control Strategy that establishes priorities for action.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Appoint Senior Police Leader with responsibility for Counter Corruption in An Garda Síochána	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  Deputy Commissioner, Strategy, Governance & Performance (SGP) has been appointed by the Commissioner as Senior Police Leader with responsibility for Counter Corruption in An Garda Síochána, and Chairs the High Level Group for Counter Corruption.

Publication of Garda Anti-Corruption Strategy	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  The Garda Anti-Corruption Strategy Statement 2022 – 2024, has been published internally to the Garda Organisation.
A Governance Framework outlining governance structures to support Counter Corruption practices within An Garda Síochána will be introduced	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  A High Level Governance Framework for Counter Corruption in An Garda Síochána has been developed and approved. Deputy Commissioner, Strategy, Governance & Performance, Chairs the High Level Group on Counter Corruption in An Garda Síochána.
Review the Strategic Threat & Risk Assessment (STRA) & identify emerging risks & threats	<b>Q3 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Develop a Counter Corruption Control Strategy in An Garda Síochána which sets out the current, medium and long-term counter corruption priorities for action by An Garda Síochána to include counter-corruption activities such as promoting integrity, crime prevention, intelligence and investigations / operations	<b>Q3 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing  A High Level Governance Framework for Counter Corruption in An Garda Síochána, has been developed and approved. The Counter Corruption Control Strategy is a component of this Governance Framework.

## 2. Enhancing Professional Integrity

<b>Recommendation 3 – Professional Boundaries</b>	<i>The Garda Síochána should develop, publish and implement an overarching Policy and guidelines on Professional Boundaries for the Garda workforce.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Publish internally a Professional Boundaries	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:



(including APSG) Policy & Procedure document		Professional Boundaries Policy (including APSG) published internally to the Garda Organisation, on the 1 <sup>st</sup> June 2021.
Professional Boundaries (including APSG) Policy & Procedure documents approved and circulated to the Garda organisation	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  Professional Boundaries Policy (including APSG) published internally to the Garda Organisation on the 1 <sup>st</sup> June 2021.
Conduct review of Professional Boundaries (including APSG) Policy within 12 months of date of issue	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: A review of the Professional Boundaries Policy (including APSG) is ongoing.
Communications / Awareness Briefings & Blended Learning in relation to the new Professional Boundaries (including APSG) Policy and Procedures rolled out across the organisation	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.  The Garda Anti-Corruption Unit continues to provide briefings to various development programmes at the Garda College. Communications regularly issue to the Garda Organisation, in relation to various areas of counter corruption practices.

<b>Recommendation 4 – Abuse of Power for Sexual Gain</b>	<i>The Garda Síochána should develop, publish and implement a Strategy and Policy to mitigate the threat of Abuse of Power for Sexual Gain.</i>  <i>This Policy should highlight the dangers of relationships where a position of power can be abused for emotional or sexual purposes and provide guidance for the Garda workforce and supervisors on the key indicators of such relationships and the appropriate organisational response to the issue.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Publish internally a Professional Boundaries Policy & Procedure document, inclusive of Abuse of Power for Sexual Gain (APSG)	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  Professional Boundaries Policy (including APSG) and procedure document published internally to the Garda Organisation, on the 1 <sup>st</sup> June 2021.
Warning signs / key indicators of Abuse of Power for Sexual Gain (APSG) included in the Professional Boundaries Policy & Procedure documents and circulated to the organisation	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  Professional Boundaries Policy (including APSG) and procedure document published internally to the Garda Organisation, on the 1 <sup>st</sup> June 2021.

Communications / Awareness Briefings & Blended Learning in relation to the new Professional Boundaries (including APSG) Policy and Procedures rolled out across the organisation	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.  The Garda Anti-Corruption Unit continues to provide briefings to various development programmes at the Garda College. Communications regularly issue to the Garda Organisation, in relation to various areas of counter corruption practices.

<b>Recommendation 5 – Notifiable Associations</b>	<i>The Garda Síochána should develop, publish and implement a Policy and guidelines on Notifiable Associations which all members of the Garda workforce are obliged to report.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Develop a Notifiable Associations Policy & Procedure document	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Notifiable Associations Policy & Procedure documents approved and circulated to all staff in the Organisation	<b>Q1 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Communications / Awareness Briefings & Blended Learning in relation to Notifiable Associations rolled out across the Organisation	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note:  This action point will commence in line with the issuance of a Notifiable Association Policy, to the Garda Organisation.

<b>Recommendation 6 – Covert Human Intelligence Sources</b>	<p><i>The Garda Síochána should revise its Covert Human Intelligence Sources Management Policy to prohibit the acceptance of gifts or hospitality from a Covert Human Intelligence Source.</i></p> <p><i>This should reinforce the obligations in other related Garda Policies dealing with professional boundaries, relationships and associations with an emphasis on the management of Covert Human Intelligence Sources. In particular, the revised Policy should impose an obligation on Garda members to disclose all relationships with a current or former Covert Human Intelligence Source.</i></p>
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<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Conduct a review of the Covert Human Intelligence Sources (CHIS) Policy & Procedure document, to take into account the Gifts, Hospitality & Sponsorship Policy / Professional Boundaries Policy	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  A review of the Covert Human Intelligence Sources (CHIS) Policy & Procedure document has concluded, and was published to the Garda Organisation on 1 <sup>st</sup> June 2022. The reviewed Policy & Procedure documents take into account the Gifts, Hospitality & Sponsorship Policy / Professional Boundaries Policy.
A revised Policy and Procedure Framework for the effective operations and management of CHIS will be introduced	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  Revised Procedures for the effective management of CHIS were introduced in June 2022.
Develop a revised Code of Practice for CHIS Handlers in tandem with the implementation of the new CHIS Policy Framework	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  Revised Procedures for the effective management of CHIS by Handlers and Controllers were introduced in June 2022.
A bespoke training programme has been developed and will be rolled out for Garda Personnel	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.

<b>Recommendation 7 – Substance Misuse</b>	<i>The Garda Síochána should develop, publish and implement a Substance Misuse and Testing Policy and Procedure. As a first step, all new entrants should undergo mandatory pre-employment testing as a condition of their employment.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Publish Substance Misuse (Controlled Drugs) Policy Document	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  A Substance Misuse (Controlled Drugs) Policy published internally to the Garda Organisation, on the 1 <sup>st</sup> June 2021.
An Garda Síochána and the Department of Justice are progressing legislative change to allow for testing of Substance Misuse (Controlled Drugs) in An Garda Síochána	<b>COMPLETE</b>	<b>An Garda Síochána</b> <b>Department of Justice</b>  Note:  Legislation for the testing of Substance Misuse in An Garda Síochána has been enacted.

Draft Substance Misuse (Controlled Drugs) Procedure document	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  Consultations are ongoing with the Garda Associations & Unions in relation to the development of a Substance Misuse Procedure document.
Substance Misuse (Controlled Drugs) Procedure document approved and rolled out	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  Consultations are ongoing with the Garda Associations & Unions in relation to the development of a Substance Misuse Procedure document.
Substance Misuse (Controlled Drugs) Testing to commence as provided under the legislation and policy and procedure documents	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  Consultations are ongoing with the Garda Associations & Unions in relation to the development of a Substance Misuse Procedure document. The development of Regulations to give effect to this legislation are ongoing.

<b>Recommendation 8 – Conflict of Interest</b>	<b><i>The Garda Síochána should develop, publish and implement a Policy and guidelines on the declaration, recording and management of Conflicts of Interest.</i></b>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Develop a Conflict of Interest Policy & Procedure document	<b>Q1 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Conflict of Interest Policy & Procedure documents approved and rolled out	<b>Q2 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Communications / Awareness Briefings & Blended Learning in relation to Conflicts of Interests rolled out across the Organisation	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note:  This action point will commence in line with the issuance of a Conflict of Interest Policy, to the Garda Organisation.

<p><b>Recommendation 9 – Gifts, Hospitality and Sponsorship</b></p>	<p><i>The Garda Síochána should raise awareness of the Garda Policy on Gifts, Hospitality and Sponsorship both within and outside of the Organisation and take steps to ensure full compliance with the Policy among the Garda workforce.</i></p> <p><i>In particular:</i></p> <ul style="list-style-type: none"> <li>• <i>The Anti-Corruption Unit should take responsibility for monitoring Organisational compliance with the Policy.</i></li> <li>• <i>Failure to submit a monthly register of Gifts, Hospitality and Sponsorship should be subject to challenge by the Anti-Corruption Unit.</i></li> <li>• <i>Gifts, Hospitality and Sponsorship received should be triangulated against other sources, such as procurement contracts and Standards in Public Office declarations.</i></li> <li>• <i>The Anti-Corruption Unit should audit the registers and challenge the responsible manager and recipient in relation to selected entries.</i></li> <li>• <i>The Gifts, Hospitality and Sponsorship registers should be published by the Anti-Corruption Unit at regular intervals including when no Gifts, Hospitality or Sponsorship have been recorded for the period.</i></li> <li>• <i>Gifts, Hospitality and Sponsorship offered to or received by ranks from Superintendent and Assistant Principal and above should be published in such a way that the person concerned can be clearly identified. This should extend to Inspectors who regularly exercise the functions of a Superintendent. All other gifts should be published against the relevant Division/Department.</i></li> <li>• <i>Gifts, Hospitality and Sponsorship should not be accepted from Organisations that could be subject to a non-public duty charge, those with a commercial relationship with the Garda Síochána, or those subject to statutory oversight by the Garda Síochána.</i></li> </ul>	
<p><i>Steps Necessary for Delivery</i></p>	<p><i>Timeline</i></p>	<p><i>Lead Organisation</i></p>
<p>All Gifts, Hospitality &amp; Sponsorship declarations, inclusive of no declarations received, will continue to be published on the Garda Website and such information will be kept up to date</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p> <p>A significant period of engagement has now taken place across the Organisation, to ensure a full return for 2021. This will be published in its entirety shortly.</p>
<p>The Garda Anti- Corruption Unit to assume responsibility for monitoring the operation of the Garda Policy on Gifts, Hospitality and Sponsorship</p>	<p><b>Q3 2023</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p>
<p>The Gifts, Hospitality and Sponsorship Policy will be subject to ongoing periodic review as appropriate</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p>

		A significant period of engagement has now taken place across the Organisation, to ensure a full return for 2021. This will be published in its entirety shortly.
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<b>Recommendation 10 has been accepted in part. At this time it is not proposed to extend the requirement for all family and friends of members of the Garda workforce to declare all personal commercial interests. This part of the recommendation will be kept under review.</b>		
<b>Recommendation 10 – Business and Other Interests</b>	<p><i>The Garda Síochána should develop, publish and implement a Policy and guidelines relating to the holding of Business and Secondary Interests by the Garda workforce including:</i></p> <ul style="list-style-type: none"> <li>• <i>A requirement for members of the Garda workforce to declare all personal commercial interests and those involving family and friends to the Garda Commissioner.</i></li> <li>• <i>The replacement of the prohibited spare-time activities guidelines with an objective and transparent principles-based approach to secondary employment.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Develop a Business Interests & Secondary Occupations Policy & Procedure document	<b>Q2 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Business Interests & Secondary Occupations Policy & Procedure documents approved and circulated to the Organisation	<b>Q3 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Review the prohibited spare time activities guidelines including any potential legislative requirements to replace them	<b>Ongoing</b>	<b>An Garda Síochána Department of Justice</b>  Note: Ongoing.
Communications / Awareness Briefings & Blended Learning in relation to Business Interests & Secondary Occupations rolled out across the Organisation	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.  This action point will commence in line with the issuance of a Business Interests & Secondary Occupations Policy, to the Garda Organisation.

<b>Recommendation 11 - Business and Other Interests</b>	<p><i>The Garda Síochána should ensure there is clarity regarding completion of the Ethics in Public Office declarations.</i></p> <ul style="list-style-type: none"> <li><i>Declarations should be completed upon appointment to positions designated under the Ethics Acts.</i></li> <li><i>Those regularly designated to temporarily perform in a higher rank as Assistant Principal or Superintendent should be required to complete the declaration of interests.</i></li> <li><i>There should be guidance regarding the requirement to complete a ‘Nil’ return.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
This policy area will be transferred from the Director of Finance area to the Garda Anti-Corruption Unit	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  This Policy area transferred to the Garda Anti-Corruption Unit, on 1 <sup>st</sup> January 2022.
Guidance will be provided to Garda personnel on completion of Standards in Public Office (SIPO) declarations including in relation to the requirement to complete a ‘Nil’ return	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  The Garda Anti-Corruption Unit provide guidance in relation to declarations associated with the Standards in Public Office (SIPO).

<b>Recommendation 12 – Post-Employment Activities</b>	<p><i>The Department of Justice should carry out a review of post-employment activities of the Garda workforce, and develop suitable rules and processes to reduce the risk of conflict of interest arising after a member of the Garda workforce leaves the Organisation.</i></p>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Commission dedicated research into the issue of post-employment activities for Garda workforce to include an analysis of the current practice in An Garda Síochána and best international practice in this area and across the public sector	<b>Q1 2023</b>	<b>Department of Justice</b>
Consult with key stakeholders including An Garda Síochána, the Department of Public Expenditure and Reform on how the outcome of the research might be implemented	<b>Q1 2023</b>	<b>Department of Justice An Garda Síochána</b>

Consider research finding and following consultations and if required develop suitable rules and processes to reduce the risk of any such conflicts of interest in line with wider public policy and best practices on post-employment of former members of the public sector	<b>Q4 2023</b>	<b>Department of Justice</b>
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<b>Recommendation 13 – Integrity Health Check</b>	<i>The Garda Síochána should undertake periodic Integrity Health Checks of the Garda workforce. These should occur if not on an annual basis at the very minimum at critical career points such as on promotion or selection for specialist or designated positions.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Conduct scoping exercise to explore the introduction of Integrity Health Checks in An Garda Síochána benchmarked against International Best Practice	<b>Q3 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Consult with key stakeholders and unions to support the development of policies and internal structures to facilitate the introduction of Integrity Health checks in An Garda Síochána	<b>Q4 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.

### 3. Building Organisational Resilience

<b>Recommendation 14 - Vetting</b>	<p><i>The Garda Síochána should develop a single Policy and approach for Vetting the Garda workforce and those contracted to provide services.</i></p> <ul style="list-style-type: none"> <li><i>The level of vetting should be tiered to take account of access to police systems and identified threats.</i></li> <li><i>Vetting should include pre-employment and regular in-service reviews. For example, appointments to designated or vulnerable posts or promotion should attract re-vetting and staff in designated or vulnerable posts should be subject to additional vetting and provided with ethical training and supports.</i></li> <li><i>All in-service vetting should be conducted by a vetting section within the Anti-Corruption Unit.</i></li> </ul>
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	<ul style="list-style-type: none"> <li>• <i>The Policy should allow for a vetting review of anyone in the Garda workforce at the discretion of the Head of the Anti-Corruption Unit.</i></li> <li>• <i>Recruitment vetting should in addition to existing checks consider: the European Criminal Records Information System, credit checks, financial intelligence, social media, convictions by other state bodies, military records, and other police disciplinary records if appropriate.</i></li> <li>• <i>All contractors providing a service to the Garda Síochána should have personal vetting at an appropriate level.</i></li> <li>• <i>The Anti-Corruption Unit should be responsible for assessing all information relating to an individual where a risk has been identified during vetting, and should provide a recommendation to the Garda Commissioner on the appropriate action to take.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Complete scoping exercise to support the development of a vetting system for ongoing In-career vetting	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  A scoping document has been completed and approved by the Garda Executive.
Establish an Internal Working Group to develop and implement a Garda Vetting Strategy	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  An internal ‘High Level Steering Group’ is to be convened by Assistant Commissioner, Governance & Accountability.
Develop a plan for the introduction of an ongoing in-career vetting in An Garda Síochána	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  An internal ‘High Level Steering Group’ will be chaired by Assistant Commissioner, Governance & Accountability.
Develop and implement an In-Career Garda Vetting Strategy, inclusive of an enhanced Internal Vetting Framework	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Consult with key stakeholders and unions to support the development of policies and internal structures to facilitate the introduction of In-Career Vetting in An Garda Síochána	<b>Q2 2023</b>	<b>An Garda Síochána</b>

In-Career Vetting incrementally rolled out across the Organisation	<b>Q4 2023</b>	<b>An Garda Síochána</b>
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<b>Recommendation 15 - Property and Evidence Management</b>	<i>The Garda Síochána should ensure that all property stores have adequate systems, processes and facilities to achieve the safe and secure management of property including:</i>	
	<ul style="list-style-type: none"> <li>• <i>Effective training and security advice for property store managers.</i></li> <li>• <i>Secure separated storage for hazardous and high-value property.</i></li> <li>• <i>An approved system for managing property when the property store is not open.</i></li> </ul> <p><i>A security system for recording the details of anyone who accesses the property store.</i></p>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Complete the roll out of the Property and Exhibits Management System (PEMS2) across the Garda divisions which will positively impact the implementation of this recommendation	<b>Ongoing</b>	<b>An Garda Síochána</b>
AGS will examine further IT solutions which can be deployed	<b>Ongoing</b>	<b>An Garda Síochána</b>
An Garda Síochána will continue to take all necessary appropriate steps to ensure that all property stores have adequate systems, processes and facilities to ensure the safe and secure management of property	<b>Ongoing</b>	<b>An Garda Síochána</b>

<b>Recommendation 16 - Property and Evidence Management</b>	<i>The Garda Síochána should introduce a practice of recording contemporaneously property seized during a search and on completion of the search leaving the record with a person present at the search site.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
An Garda Síochána to consider a requirement to issue a receipt for property seized as a mandatory task	<b>Q1 2023</b>	<b>An Garda Síochána</b>

in the Investigation Management System (IMS)		
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<b>Recommendation 17 - Information Security</b>	<i>The Garda Síochána should develop and publish a Lawful Business Monitoring Policy and acquire technology that enables the proactive surveillance of ICT systems to prevent and detect the misuse of information held within them.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Conduct ICT scoping exercise to establish requirements to fully deliver on this recommendation	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  This action point will involve a very significant project in terms of scale and complexity.  As a first step it will be necessary to conduct an analysis of requirements for such a system in AGS together with an estimate of resources and costs to implement same. A Business Analyst has been assigned to support this scoping exercise.
Consult with key stakeholders including Department of Justice and An Garda Síochána to identify how research may be implemented	<b>Ongoing</b>	<b>Department of Justice</b> <b>An Garda Síochána</b>
An Garda Síochána to engage with Department of Justice as appropriate on Legislative & ICT requirements identified, including in relation to costs	<b>Ongoing</b>	<b>Department of Justice</b> <b>An Garda Síochána</b>
Consider how a Lawful Business Monitoring Policy & Procedure document may be developed following scoping exercise	<b>Ongoing</b>	<b>An Garda Síochána</b>

<b>Recommendation 18 - Information Security</b>	<p><i>The Garda Síochána should assign to the Anti-Corruption Unit responsibility for identifying misuse of information and communications technology devices and systems by the Garda workforce.</i></p> <p><i>To facilitate this responsibility:</i></p> <ul style="list-style-type: none"> <li><i>The Anti-Corruption Unit should proactively monitor all Garda Information and Communications Technology devices and systems based on intelligence, analysis and Organisational Learning.</i></li> </ul>
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	<ul style="list-style-type: none"> <li><i>The Anti-Corruption Unit should review an individual's use of Garda Information and Communications Technology systems following identified or suspected unethical behaviour or misconduct by that member of the workforce.</i></li> </ul> <p><i>The Anti-Corruption Unit should be responsible for challenging, through Divisional supervisory and governance structures, the use of Garda ICT systems on both a random basis and where the access has raised concerns of inappropriate use.</i></p>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Conduct ICT scoping exercise to establish requirements to fully deliver on this recommendation	<b>Q4 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  This action point will involve a very significant project in terms of scale and complexity.  As a first step it will be necessary to conduct an analysis of requirements for such a system in AGS together with an estimate of resources and costs to implement same. A Business Analyst has been assigned to support this scoping exercise.
Consult with key stakeholders including Department of Justice and An Garda Síochána to identify how research may be implemented	<b>Ongoing</b>	<b>Department of Justice</b> <b>An Garda Síochána</b>
An Garda Síochána to engage with Department of Justice as appropriate on Legislative & ICT requirements identified, including in relation to costs	<b>Ongoing</b>	<b>Department of Justice</b> <b>An Garda Síochána</b>
Consider how a Lawful Business Monitoring Policy & Procedure document may be developed following scoping exercise	<b>Ongoing</b>	<b>An Garda Síochána</b>

<b>Recommendation 19 - Discontinued Court Cases</b>	<p><i>The Garda Síochána should strengthen supervision of cases it prosecutes. This should include:</i></p> <ul style="list-style-type: none"> <li><i>Introducing suitable guidelines and Procedures to improve recordkeeping. In particular, there must be requirements to explain in detail a Garda decision to discontinue a case and to record explanations for a case being struck out in the District Court.</i></li> <li><i>Reviewing discontinued cases should form part of the Divisional Performance and Accountability Framework (PAF) review process to identify patterns or performance concerns.</i></li> </ul>
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	<ul style="list-style-type: none"> <li>• <i>Ensuring discontinued cases that arise from the non-attendance of a Garda member are reviewed by a supervisor.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
A new directive outlining procedures in relation to applications to withdraw prosecutions before the courts by members of An Garda Síochána to be introduced and communicated to all Garda Personnel	<b>Q1 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.  A new directive in this area, is currently being considered by the Office of the Director of Public Prosecutions.
Develop appropriate review mechanisms in relation to discontinued court cases including in instances of non - attendance at court	<b>Q1 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.  A new directive in this area, is currently being considered by the Office of the Director of Public Prosecutions.

<b>Recommendation 20 – Fixed Charge Penalty System</b>	<i>The Department of Transport should undertake a review of the current statutory exemption relating to the driving of vehicles by members of the emergency services.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Department of Transport to review the current statutory framework in road traffic law in relation to emergency service exemptions, having regard to the findings outlined in the Inspectorate report	<b>Q4 2022</b>	<b>Department of Transport</b>  Note: Ongoing.

<b>Recommendation 21 – Fixed Charge Penalty System</b>	<i>The Garda Síochána must ensure that the process for cancelling a Fixed Charge Penalty Notice on the basis of the statutory exemption consider all of the relevant conditions, including those set out in regulation and Policy, and be properly documented.</i>  <i>Such an approach should ensure that:</i> <ul style="list-style-type: none"> <li>• <i>The exceptional circumstances test is applied more rigorously in the decision-making process. The necessity to travel in excess of the speed limit, and the proportionality of this action, should be considered and balanced against the rationale for breaching road traffic laws.</i></li> <li>• <i>All risk factors, mitigating factors and evidence are taken into consideration, including: weather and road conditions, driving competence, and factors involving high risk such as proximity to</i></li> </ul>
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	<i>schools. Vehicle data could also be utilised to confirm driving performance, and in the case of private vehicles, confirmation of driving licence, insurance and NCT should be required.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Develop appropriate review and audit procedures in relation to the cancellation of FCPNs	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  An enhanced review and audit process in relation to the cancellation of FCPNs is complete. This process is governed by an independent oversight authority led by a retired High Court Judge.
Department of Transport to review the current statutory framework in road traffic law in relation to emergency service exemptions, having regard to the findings outlined in the Inspectorate report	<b>Q4 2022</b>	<b>Department of Transport</b>  Note: Ongoing.
All current policies and procedures in respect of driving for work within An Garda Síochána are being consolidated	<b>Q3 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  The development of a High Level Driving for Work Strategy document has concluded.
Review of the current FCPN Policy and Procedures with a view to aligning respective policies to ensure that repeated transgressions can be addressed and not just through the FCPN Policy	<b>Q3 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.  A review of the current FCPN Policy and Procedure document, is at an advanced stage.

<b>Recommendation 22 – Non-Public Duty</b>	<i>The Garda Síochána should develop, publish and implement Policy and guidance on charging for non-public duty. Such guidance should minimise the opportunity for inconsistency and maximise transparency for Garda Managers and Event Organisers.</i>  <i>In support of the Policy:</i> <ul style="list-style-type: none"> <li>• <i>The Executive Director, Finance and Services should have responsibility for ensuring a consistent approach to the charging and recovery of non-public duty costs.</i></li> <li>• <i>All non-public duty Policing Plans should be approved at a Regional Level by the Regional Assistant Commissioner.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>

Review the Policy for Charges for the Provision of An Garda Síochána Policing Services (non-public duty)	<b>Q3 2022</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Approve New Non- Public Duty Policy and implementation underway	<b>Q4 2022</b>	<b>An Garda Síochána</b>

#### 4. Identifying and Investigating Corruption

<b>Recommendation 23 – Anti-Corruption Unit Operating Model</b>	<i>The Garda Síochána should assign overall Organisational responsibility for the Prevention, Detection and Investigation of Corruption to the Anti-Corruption Unit. To support this responsibility the Anti-Corruption Unit should have full visibility of all ongoing criminal and discipline investigations into members of the Garda workforce.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
The Garda Anti-Corruption Unit to have full visibility of all ongoing criminal & discipline investigations involving Garda Personnel	<b>Q1 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.

<b>Recommendation 24 has been accepted in part. Arrangements for the sharing of information between An Garda Síochána and the Office of the Garda Síochána Ombudsman are being considered as part of the development of the Policing, Security and Community Safety Bill.</b>		
<b>Recommendation 24 - Intelligence Sharing</b>	<i>The Garda Síochána should develop formal arrangements for the mutual sharing of intelligence between the Garda Síochána Ombudsman Commission, law enforcement agencies and the Anti-Corruption Unit.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
An Garda Síochána will engage with GSOC and other relevant bodies regarding the development of arrangements for the mutual sharing of information where appropriate in relation to countering the threat of corruption	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.
The General Scheme of the Policing, Security and Community Safety Bill will support the development of and strengthen the existing arrangements for the sharing	<b>Ongoing</b>	<b>An Garda Síochána Department of Justice</b>  Note: Ongoing.

<p>of information between An Garda Síochána and the Garda Síochána Ombudsman by placing a specific obligation on the Garda Commissioner to notify the Garda Ombudsman, in accordance with protocols, of allegations of criminality or serious misconduct on the part of a member of Garda personnel</p>		<p>The timeline is aligned with the Policing, Security and Community Safety Bill.</p>
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<p><b>Recommendation 25 – The Intelligence Function</b></p>	<p><i>The Garda Síochána should provide sufficient resources to the Anti-Corruption Unit to create a dedicated intelligence team with responsibility for developing strategic and tactical understanding of corruption threats within the Garda Síochána. Specific functions should include:</i></p> <ul style="list-style-type: none"> <li>• <i>Tasking and co-ordinating the collection of all anti-corruption intelligence.</i></li> <li>• <i>Assessing, developing, monitoring and managing all reports of internal corruption.</i></li> <li>• <i>Disseminating credible leads for investigation or intervention.</i></li> <li>• <i>Maintaining a standalone intelligence database and case management system where information and decisions can be recorded.</i></li> </ul>	
<p><i>Steps Necessary for Delivery</i></p>	<p><i>Timeline</i></p>	<p><i>Lead Organisation</i></p>
<p>Sufficient capacity and capability to be allocated to provide for a fully established Intelligence function within the Garda Anti-Corruption Unit</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p>
<p>A dedicated anti-corruption case management system to be procured and deployed</p>	<p><b>Q4 2022</b></p>	<p><b>Department of Justice An Garda Síochána</b></p> <p>Note: Ongoing.</p>

<p><b>Recommendation 26 – Internal Investigation</b></p>	<p><i>The Garda Síochána should provide sufficient resources to the Anti-Corruption Unit to reflect the current assessment of risk and to ensure that the unit is capable of conducting independent discipline and criminal investigations. Those engaged in counter corruption investigations should be experienced detectives and have specific counter corruption training.</i></p>	
<p><i>Steps Necessary for Delivery</i></p>	<p><i>Timeline</i></p>	<p><i>Lead Organisation</i></p>



Sufficient capacity and capability to be allocated to provide for a fully established Investigative function within the Garda Anti-Corruption Unit	<b>Ongoing</b>	<b>An Garda Síochána</b>
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<b>Recommendation 27 - External Investigation</b>	<i>The Department of Justice should implement the necessary statutory framework, in line with the State's obligations under the European Convention on Human Rights relating to effective independent investigation, to ensure that all instances of conduct linked to sexual violence or abuse of power for sexual gain arising from the actions of a member of the Garda workforce acting in their professional capacity which could result in a breach of an individual's rights under Article 2 or 3 of the Convention are referred for independent investigation.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
This recommendation is included in the Policing, Security and Community Safety Bill which is currently being drafted	<b>Ongoing</b>	<b>Department of Justice</b>  Note: Ongoing.  The timeline is aligned with the Policing, Security and Community Safety Bill.

<b>Recommendation 28 – Identifying the Abuse of Power for Sexual Gain</b>	<i>The Garda Síochána should ensure that the Anti-Corruption Unit develop and implement an external and internal communications strategy on Abuse of Power for Sexual Gain to raise awareness and encourage reporting of suspicious behaviour.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Develop Communication Strategy outlining the key indicators of Abuse of Power for Sexual Gain (APSG) [See also Recommendation 3]	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  A Communications Strategy has been developed.
Engage with relevant stakeholders in relation to this policy and procedure	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.  The Garda Anti-Corruption Unit continues to provide briefings to various development programmes at the Garda College. Communications regularly issue to the Garda Organisation, in relation to various areas of counter corruption practices.

<p><b>Recommendation 29 – Reporting Wrongdoing</b></p>	<p><i>The Garda Síochána should develop, publish and implement a strategy to encourage the reporting of wrongdoing. This includes using and promoting:</i></p> <ul style="list-style-type: none"> <li>• <i>Protected Disclosures.</i></li> <li>• <i>The Integrity at Work Programme.</i></li> <li>• <i>Confidential lines and systems for anonymous reporting.</i></li> </ul>	
<p><i>Steps Necessary for Delivery</i></p>	<p><i>Timeline</i></p>	<p><i>Lead Organisation</i></p>
<p>The Garda Commissioner has signed the Integrity at Work (IAW) pledge with Transparency International (Ireland) and he has nominated Transparency International (Ireland) as the specialist body to provide independent advice to Garda Personnel in relation to Protected Disclosures</p>	<p><b>COMPLETE</b></p>	<p><b>An Garda Síochána</b></p> <p>Note:</p> <p>Transparency International (Ireland) is the nominated specialist body to provide independent advice to Garda Personnel in relation to Protected Disclosures.</p>
<p>A review of An Garda Síochána Protected Disclosure Policy is being conducted. An Addendum to this Policy was published on the 30 September 2021, to further promote a supportive environment for Garda Personnel to raise concerns about wrongdoing</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p>
<p>A communication strategy has been developed and highlights the ‘added value’ offered by Transparency International (Ireland) by way of guidance, support and in certain circumstances, free legal advice to protected disclosers</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p>

<p><b>Recommendation 30 – Reporting Wrongdoing</b></p>	<p><i>The Garda Síochána should ensure that the Anti-Corruption Unit has visibility of all reports of wrongdoing including Garda-managed Protected Disclosures to ensure a holistic understanding of the risk within the Organisation.</i></p>	
<p><i>Steps Necessary for Delivery</i></p>	<p><i>Timeline</i></p>	<p><i>Lead Organisation</i></p>
<p>Explore a process whereby the Garda Anti-Corruption Unit will have visibility of</p>	<p><b>COMPLETE</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Complete.</p>

all reports of wrongdoing, consistent with existing and current legislation		Following consultation and legal advice, it has been confirmed that such general visibility of Protected Disclosures is precluded due to EU and National law.
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<b>Recommendation 31 – Monitoring Ethical Declarations</b>	<i>The Garda Síochána should assign responsibility to the Anti-Corruption Unit for monitoring all counter corruption policies and registers, including those containing ethical declarations. This should include:</i>	
	<ul style="list-style-type: none"> <li>• <i>Gifts, Hospitality and Sponsorship.</i></li> <li>• <i>Notifiable Associations.</i></li> <li>• <i>Conflicts of Interest.</i></li> <li>• <i>Business Interests and Secondary Employment.</i></li> <li>• <i>Ethics in Public Office.</i></li> <li>• <i>Post-Employment Activity.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Develop a process whereby the Garda Anti-Corruption Unit monitors all Counter Corruption Policies & Registers	<b>Q2 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.  The Garda Anti-Corruption Unit has commenced this process.

## 5. Reducing the Impact of Corruption

<b>Recommendation 32 – Support and Intervention</b>	<i>The Garda Síochána should develop, publish and implement a structured early intervention and support programme with the objective of identifying and supporting members of the workforce who may be vulnerable to corruption.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Establish an Internal Working Group to develop an early intervention and support programme	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note: Ongoing.  An Internal Working Group has been established to develop an early intervention programme.
Complete scoping exercise in the development of an early intervention and support programme	<b>Q1 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
Develop a plan for the introduction of an ongoing early intervention and support programme in An Garda Síochána	<b>Q2 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.

Commence incremental roll-out of structured early intervention and support programme in An Garda Síochána	<b>Q3 2023</b>	<b>An Garda Síochána</b>  Note: Ongoing.
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<b>Recommendation 33 – Capturing Organisational Learning</b>	<i>The Garda Síochána should conduct formal reviews of cases of corruption and serious wrongdoing to understand those factors that can lead to a corruption risk and develop appropriate strategies to prevent a recurrence.</i>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Establish a Working Group to conduct formal review of corruption and cases of serious wrongdoing	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  A Working Group to conduct formal reviews of cases of corruption and serious wrongdoing has been established.
Update the dedicated Garda Anti-Corruption Team Page on the internal Garda Portal as appropriate	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note:  The Garda Anti-Corruption Unit ‘Team Page’ continues to be updated on an ongoing basis.
Conduct for formal review of Corruption in cases of Serious Wrongdoing	<b>Ongoing</b>	<b>An Garda Síochána</b>  Note: Ongoing.

<b>Recommendation 34 – Communicating Organisational Learning</b>	<i>The Garda Síochána should implement a Counter Corruption Communications Strategy, which should include:</i>	
	<ul style="list-style-type: none"> <li>• <i>Ensuring lessons learned and suitable real-life case studies form the basis of future training and briefing packages.</i></li> <li>• <i>Disseminating organisational learning drawn from international trends and internally focused investigations including those conducted by the Garda Síochána Ombudsman Commission and other regulatory bodies.</i></li> <li>• <i>Publishing the findings of disciplinary hearings internally.</i></li> </ul>	
<i>Steps Necessary for Delivery</i>	<i>Timeline</i>	<i>Lead Organisation</i>
Implementation of the Garda Anti-Corruption Unit Communication Strategy	<b>COMPLETE</b>	<b>An Garda Síochána</b>  Note: Ongoing.  The Garda Anti-Corruption Unit continues to implement its Communication Strategy.

<p>Communications / Awareness Briefings &amp; Blended Learning programmed rolled out across the organisation</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p> <p>The Garda Anti-Corruption Unit continues to provide briefings to various development programmes at the Garda College. Communications regularly issue to the Garda Organisation, in relation to various areas of counter corruption practices.</p>
<p>Communicate 'Lessons Learned' to the Garda Organisation, as appropriate</p>	<p><b>Ongoing</b></p>	<p><b>An Garda Síochána</b></p> <p>Note: Ongoing.</p>