

Implementation Update of the Recommendations Contained in the Tenth Report of the Garda Síochána Inspectorate Crime Investigation

| Recommendation Number | Recommendation | Accepted (A) Accepted with Modification (AM) Rejected (R). | Inspectorate Assessment of the Progress of the Recommendation |
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| Introduction 1. | The Inspectorate recommends that the Department of Justice and Equality establish and task a criminal justice service group, comprised of the agencies and stakeholders that are responsible for community safety in Ireland, with overseeing the implementation of all of the recommendations accepted from this report. | A | This is part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland and will be subject to further monitoring. |
| 1.1 | The Inspectorate recommends that the Garda Síochána develops and implements a crime prevention strategy that articulates how garda resources will be used to prevent crime. | A | Implemented |
| 1.2 | The Inspectorate recommends that the Garda Síochána agrees a protocol with local authorities to ensure that major development planning applications are reviewed by crime prevention officers trained in environmental design. | A | Not implemented -action ongoing |
| 1.3 | The Inspectorate recommends that the Garda Síochána develops a Standard Operating Procedure for the use of crime prevention officers to reduce offending opportunities. To achieve the above recommendation, the following key action needs to be taken: - Review the need to deploy sergeants and sworn members as crime prevention officers. | A | Implemented |
| 1.4 | The Inspectorate recommends that the Garda Síochána National Crime Prevention Unit provides central co-ordination and support to crime prevention officers activity to ensure consistency of deployment. | A | Implemented |

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| 1.5 | <p>The Inspectorate recommends that the Garda Síochána develops a national standard for conducting crime surveys and providing crime prevention literature.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Create a national standard crime prevention pack for Garda Síochána priority crime victims; - Ensure that all gardaí are trained to an appropriate level to conduct an effective crime prevention survey; - Ensure that surveys for businesses are monitored and checked for compliance and crime outcomes. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 1.6 | <p>The Inspectorate recommends that the Garda Síochána reviews the process for providing information to Text Alert schemes and explores options for enhancing the information that is provided.</p> | A | Implemented |
| 1.7 | <p>The Inspectorate recommends that the Garda Síochána conducts an analysis of crime hot-spots to identify priority areas for re-launching dormant schemes or developing new ones.</p> | A | Not implemented - action ongoing |
| 1.8 | <p>The Inspectorate recommends that the Garda Síochána reviews the provision of crime prevention advice on the Garda Website and seeks to adopt best international practice.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Promote crime prevention information that is available on the Garda Website. | A | Implemented |
| 1.9 | <p>The Inspectorate recommends that the Garda Síochána promotes property marking initiatives through local Neighbourhood Watch and Community Alert schemes and explores the application of DNA products. To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Consider sponsorship opportunities. | A | Implemented |

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| 1.10 | The Inspectorate recommends that the Garda Síochána tasks garda analysts to conduct enhanced analysis of crime in respect of identifying trends in victims and developing activity to reduce victimisation rates. | A | Implemented |
| 1.11 | The Inspectorate recommends that the Garda Síochána explores new technology opportunities for the use in prevention and detection of crime. | A | Not implemented - action ongoing |
| 1.12 | The Inspectorate recommends that the Garda Síochána conducts analysis of call data on a divisional basis to identify the top places that generate demand for policing services and introduces initiatives to reduce the impact on local policing. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 1.13 | The Inspectorate recommends that the Garda Síochána conducts a review of the use of anti- social behaviour legislation and ensures that the available powers are used effectively. | A | Implemented |
| 1.14 | The Inspectorate recommends that the Garda Síochána designates Chief Superintendents to engage key strategic partners to address key issues that impact on all partner agencies and to develop joint plans to tackle local crime and disorder. To achieve the above recommendation, the following key action needs to be taken: - Ensure that Joint Policing Committees are fully engaged in crime prevention activity. | A | This is part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland and will be subject to further monitoring. |
| 2.1 | The Inspectorate recommends that the Garda Síochána implements a new divisional model of delivering policing services. To achieve the above recommendation, the following key actions need to be taken: - Develop a divisional approach to the deployment of detective units; - Create a single divisional intelligence hub; - Develop a single divisional administration unit and redeploy any | A | Implemented |

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| | <p>additional resources to crime investigation or front-line policing services;</p> <ul style="list-style-type: none"> - Develop a divisional approach to the deployment of regular units; - Develop a divisional approach for the deployment of specialist units i.e. drugs units, traffic and community policing; - Seek all opportunities to utilise police staff to release gardaí for operational roles. | | |
| 2.2 | <p>The Inspectorate recommends that the Garda Síochána develops a bureaucracy taskforce on a national level that brings together representatives from divisions and specialist units to prioritise key actions for reducing unnecessary bureaucracy and waste of resources.</p> | A | Implemented |
| 2.3 | <p>The Inspectorate recommends that the Garda Síochána develops a new model of functionality for divisional superintendents. (See Delivery Divisional Model Functionality Responsibilities Chart 2.11)</p> <p>To achieve the above recommendation, the following actions need to be taken:</p> <ul style="list-style-type: none"> - Establish key functional roles at the divisional level and appoint superintendents to fill these roles; - Appoint a detective superintendent or crime manager for each division, with responsibility for crime investigation and criminal justice issues; - Line management of all divisional detectives and other crime resources to be placed with the senior detective. | A | Implemented |

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| 2.4 | <p>The Inspectorate recommends that the Garda Síochána develops a new model for posting people and particularly those on promotion. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Restrict the number of people that are forced to travel long distances; - Engage chief superintendents in selection processes for senior staff by creating role specific requirements for the post; - Allow chief superintendents to decide on the specific posting of superintendents and senior staff; - Succession planning for chief superintendents and superintendents should include a period of working alongside the incumbent officer; - Introduce minimum term tenure for chief superintendents and superintendents; - Develop a new approach to the posting and deployment of superintendents and other supervisors. | A | This is part of the action plan for implementation of the report of the Commission of the Future of Policing in Ireland and will be subject to further monitoring. |
| 2.5 | <p>The Inspectorate recommends that the Garda Síochána develops a visibility model for senior gardaí and a model for engagement with staff.</p> | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 2.6 | <p>The Inspectorate recommends that the Garda Síochána develops a policing model that has at least one uniform inspector on duty in each division at all times. To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Create new roles and responsibilities for inspectors. | A | Implemented |
| 2.7 | <p>The Inspectorate recommends that the Garda Síochána develops a policing model and that has at least one dedicated uniform patrol sergeant on duty in each division at all times. To achieve the above recommendation, the following key action needs to</p> | A | Not implemented - action ongoing |

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| | <p>be taken:</p> <ul style="list-style-type: none"> - Create new roles and responsibilities for patrol sergeants. | | |
| 2.8 | <p>The Inspectorate recommends that the Garda Síochána develops a policing model that places detective inspectors under the line management of a divisional detective superintendent.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Update the roles and responsibilities of detective inspectors. | A | Implemented |
| 2.9 | <p>The Inspectorate recommends that the Garda Síochána develops a policing model for divisional detective units that provides effective supervision of detective resources.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Create new roles and responsibilities for detective sergeants. | A | Not implemented - action ongoing |
| 2.10 | <p>The Inspectorate recommends that the Garda Síochána designs a national resource allocation model that allocates resources fairly and matches resources to policing needs.</p> | A | As it is the subject of an additional recommendation 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. |
| 2.11 | <p>The Inspectorate recommends that the Garda Síochána design a national vehicle allocation model that allocates resources fairly and matches resources to policing needs.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Take account of the Haddington Road Review recommendations. | A | Implemented |

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| 2.12 | <p>The Inspectorate recommends that the Garda Síochána completes the review of the pilot roster, with particular focus on the availability of front-line supervisors and the impact of the roster on detective units and on the investigation of crime.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Take account of the Haddington Road Review recommendations. | A | Implemented |
| 2.13 | <p>The Inspectorate recommends that the Garda Síochána implements a system that delivers an effective briefing, tasking and de-briefing process to all operational members.</p> | A | Implemented |
| 2.14 | <p>The Inspectorate recommends that the Garda Síochána develops a performance management system that holds individuals to account and deals with under performance.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Take account of the Haddington Road Review recommendations. | A | Implemented |
| 3.1 | <p>The Inspectorate recommends that the Garda Síochána implements a command and control system that accurately records calls for service and effectively identifies and uses all available resources to manage demand more efficiently.</p> | A | Implemented |
| 3.2 | <p>The Inspectorate recommends that the Garda Síochána (i) allows only trained members to create and update live CAD messages and (ii) improves practices in non-CAD stations.</p> | A | Implemented |
| 3.3 | <p>The Inspectorate recommends a Department of Justice and Equality working group review the feasibility and impact of a single nonemergency number.</p> | R | Rejected |
| 3.4 | <p>The Inspectorate recommends that the Garda Síochána rationalises the number of control rooms in operation and moves towards a small number of call centres.</p> | A | Implemented |

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| 3.5 | The Inspectorate recommends that the Garda Síochána develops a broader range of Computer Aided Dispatch (CAD) incident assignment codes and ensures that divisions without CAD are accurately recording the type of incident and the full details of what has happened. | A | Not implemented - action ongoing |
| 3.6 | The Inspectorate recommends that the Garda Síochána provides an estimated time of arrival at the first point of contact and updates callers with details of undue delays in attendance. | A | Not implemented - action ongoing |
| 3.7 | The Inspectorate recommends that the Garda Síochána introduces divisional data on call demand and performance data against Garda Charter targets for management review and action. | A | Not implemented - action ongoing |
| 3.8 | The Inspectorate recommends that the Garda Síochána (i) grades all calls received from the public, (ii) records the time a unit is deployed, the time of arrival and the time a unit is finished with a call. | A | Implemented |
| 3.9 | The Inspectorate recommends that the Garda Síochána implements minimum staffing levels for control rooms and ensures compliance. | A | Implemented |
| 3.10 | The Inspectorate recommends that the Garda Síochána explores all opportunities to reallocate police support staff to control room duties, thereby releasing gardaí for front-line duties. | A | Implemented |
| 3.11 | The Inspectorate recommends that the Garda Síochána implements a system of control room supervisors. | A | Implemented |
| 3.12 | The Inspectorate recommends that the Garda Síochána immediately activates the portable radio and vehicle location systems. | A | Implemented |
| 3.13 | The Inspectorate recommends that the Garda Síochána maintains the current CCTV links with any move to centralised call centres. | A | Rejected |
| 3.14 | The Inspectorate recommends that all Control Rooms have details of all operational units to allow for direct deployment to calls. | A | Implemented |

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| 3.15 | <p>The Inspectorate recommends that the Garda Síochána fully utilises the skills and training provided to Reserves in an operational capacity. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Where a Reserve is assessed as competent, allow them to conduct independent patrol; - Where a Reserve is assessed as competent, provide them with the authority to enforce powers for which training was provided. | A | Implemented |
| 3.16 | <p>The Inspectorate recommends that the Garda Síochána:</p> <p>(i) Implement a resource management system that is fully integrated with CAD and any other management deployment system.</p> <p>(ii) In the interim, ensure that all available divisional and national unit staff book on and off with regional or divisional control rooms.</p> | A | Implemented |
| 3.17 | <p>The Inspectorate recommends that the Garda Síochána delivers awareness training to all call takers on the importance of gathering, recording and actioning information received during the first call.</p> | A | Implemented |
| 3.18 | <p>The Inspectorate recommends that the Garda Síochána develops a risk assessment process that identifies and relays important information that should be available to gardaí who are assigned to an incident.</p> | A | Implemented |
| 3.19 | <p>The Inspectorate recommends that the Garda Síochána ensures that all gardaí notify a control room when they come across an incident directly and where that incident will require further action.</p> | A | Implemented |
| 3.20 | <p>The Inspectorate recommends that the Garda Síochána improves the mobility of garda resources by developing mobile technology for use by gardaí and particularly for use in vehicles.</p> | A | Implemented |
| 3.21 | <p>The Inspectorate recommends that the Garda Síochána develops a Standard Operating Procedure based on the concept of ‘getting it right first time’.</p> | A | Not implemented - action ongoing |

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| 3.22 | The Inspectorate recommends that the Garda Síochána reviews the role of first response and develops a new model of response policing. | A | Not implemented - action ongoing |
| 3.23 | The Inspectorate recommends that the Garda Síochána develops new approaches to responding to calls for service, such as using appointment cars and burglary reporting units. | A | Rejected |
| 3.24 | The Inspectorate recommends that the Garda Síochána develops new approaches in control rooms to ensure that members are pro-active to fast time information and crimes that are being reported. | A | Not implemented - action ongoing |
| 3.25 | The Inspectorate recommends that the Garda Síochána creates and implements minimum standards of investigation for key crime types, including the volume offences of burglary, robbery, theft, domestic violence and assault reviewed in this report. | A | Implemented |
| 3.26 | <p>The Inspectorate recommends that the Garda Síochána develops new Standard Operating Procedures for Crime Scene Examiners (CSEs). To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Review the standard training for CSEs, and ensure consistency with international best practice; - Ensure that CSEs have appropriate equipment to retrieve evidence at crime scenes; - Provide better station facilities to allow examinations to be conducted in a professional manner; - Develop additional forensic databases such as tool and shoe marks; - Establish performance indicators for all CSEs; - Provide CSEs with continuous professional development; - Provide ongoing training for all gardaí on crime scene management. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 3.27 | The Inspectorate recommends that the Garda Síochána ensures a clear rationale is recorded as to why no PULSE incident number was created where CAD and paper records for calls suggest that a crime has taken place. | A | Implemented |

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| 3.28 | The Inspectorate recommends that the Garda Síochána ensures that CAD incidents are not closed without a PULSE incident number or in cases where there are outstanding actions or outstanding suspects. | A | Implemented |
| 3.29 | The Inspectorate recommends that the Garda Síochána develop a broader range of CAD incident result codes that accurately record the type of incident. | A | Not implemented - action ongoing |
| 3.30 | The Inspectorate recommends that the Garda Síochána audits public office facilities and improves their design to facilitate a more customer focussed environment. | A | Implemented |
| 3.31 | The Inspectorate recommends that the Garda Síochána creates a Standard Operating Procedure for dealing with victims of crime. To achieve the above recommendation, the following key actions need to be taken: <ul style="list-style-type: none"> - Provide clear guidelines about when to record a formal statement of complaint; - Develop a standard national approach for follow-up enquiries with victims who have left a crime scene prior to the arrival of gardaí; - Promote the importance of the first interaction with a victim of crime. | A | Implemented |
| 3.32 | The Inspectorate recommends that the Garda Síochána introduce a National Standard for Incident Recording. (Long term). In the interim, the following key action needs to be taken: <ul style="list-style-type: none"> - Appoint a lead/champion for incident recording standards (See Part 5 recommendation for crime recording). | A | Implemented |
| 4.1 | The Inspectorate recommends that the Garda Síochána develops additional categories and sub-categories on PULSE that provide better data descriptions of key crime types and non-crime types. | AM | Implemented |

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| 4.2 | The Inspectorate recommends that the Garda Síochána develops a new national crime investigation/records management system that records all information and actions taken relating to the investigation of a crime. This system must be compatible with new CAD and resource management systems as recommended in Part 3. | A | Not implemented - action ongoing |
| 4.3 | The Inspectorate recommends that the Garda Síochána informs the Garda Information Service Centre (GISC) of any non-sensitive operations that will require additional GISC assistance. | A | Implemented |
| 4.4 | The Inspectorate recommends that the Garda Síochána designates one senior manager as the lead for both crime counting rules and the Garda Information Service Centre. | A | Implemented |
| 4.5 | The Inspectorate recommends that the Garda Síochána increases the number of mandatory fields on PULSE, (nationality, GPS etc.), to ensure more information is obtained to provide greater accuracy in PULSE incident recording. For this to take place, the Garda Síochána must: - Consult with Garda Síochána Analysis Service (GSAS) and the Central Statistics Office (CSO) to determine what mandatory fields are necessary to support accurate details for crime data and analysis. | R | Rejected |
| 4.6 | The Inspectorate recommends that the Garda Síochána enforces the policy for members to contact GISC from the location of an incident to create a PULSE report, rather than contacting GISC at the end of a tour of duty. To achieve the above recommendation, the following action needs to be taken: - Resolve the issue of garda radios terminating contact to GISC after a certain length of time. | A | Not implemented - action ongoing |

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| 4.7 | The Inspectorate recommends that the Garda Síochána enforces the policy that all divisions achieve a minimum of a 95% compliance rate for using GISC to create PULSE incidents. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 4.8 | The Inspectorate recommends that the Garda Síochána enforces compliance with the policy that all PULSE crime incidents are recorded as soon as possible and in any case within a tour of duty. | A | Implemented |
| 4.9 | The Inspectorate recommends that the Garda Síochána creates dropdown menus or other prompts to assist GISC call takers in obtaining appropriate investigative details to ensure the right crime classification is created at the time of the initial call from a garda. To achieve the above recommendation, the following key action needs to be taken: - Develop quality assurance processes, inclusive of supervisory review, to ensure that crimes are correctly recorded. | A | Implemented |
| 4.10 | The Inspectorate recommends that the Garda Síochána immediately establishes policy that prohibits the changing of narratives and any other records on the PULSE system. To achieve the above recommendation, the following key actions need to be taken: - Develop an IT solution to prevent the ability to change original narratives or other records on the PULSE system; - Create PULSE tabs for all PULSE record changes, including updates, which include the name of the member making the changes, and the time and date that changes were made. | AM | Implemented |

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| 4.11 | <p>The Inspectorate recommends that the Garda Síochána takes action to improve the quality of the PULSE narratives. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Explore opportunities to increase the narrative character field in the PULSE system; - Improve narrative recording through development of clear guidelines and minimum information requirements for narratives and other records generated in the PULSE system; - Improve the quality of PULSE records with timely incident recording and updates on crime investigations; - Ensure that any updates to a PULSE incident record clearly articulate what updates occurred and why. | A | Implemented |
| 4.12 | <p>The Inspectorate recommends that the Garda Síochána audits PULSE to determine the level and scope of change of PULSE information records after their initial creation. To achieve the above recommendation, the following needs to be audited:</p> <ul style="list-style-type: none"> - Changes to any of the following fields after initial entry: PULSE narrative; Individual intelligence records (fields to include name, date of birth and vehicle registration numbers); Court sentences; Warrants; Specific crime types or incidents types where changes are more prevalent, such as the volume crime offences identified in this report. - Staff who have repeated actions of changing PULSE information records. | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |

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| 4.13 | <p>The Inspectorate recommends that the Garda Síochána develops and circulates policy clearly defining the roles and responsibilities of GISC and front-line supervisors in respect of classification of crimes and supervision of the initial investigation of a crime or other incident. To achieve the above recommendation, the following key area needs to be addressed:</p> <p>- A PULSE record must contain a mandatory supervisory approval/review field to capture supervision and review of the PULSE records by front-line supervisors.</p> | A | Implemented |
| 4.14 | <p>The Inspectorate recommends that the Garda Síochána directs that all information and updates regarding criminal investigations are recorded on PULSE rather than on paper memoranda.</p> | A | Implemented |
| 4.15 | <p>The Inspectorate recommends that the Garda Síochána institutes security standards for the access and review of PULSE records, using an IT security solution, such as levels of access rights, to prevent unauthorised and unofficial access to PULSE records.</p> | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |
| 4.16 | <p>The Inspectorate recommends that the Central Statistics Office should receive all PULSE record incident data including non-crime categories to facilitate analysis and reporting of crime statistics.</p> | A | Implemented |
| 4.17 | <p>The Inspectorate recommends that the Garda Síochána establishes a target for GISC to review PULSE incidents within 72 hours of the initial report.</p> | A | Implemented |

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| 4.18 | <p>The Inspectorate recommends that the Garda Síochána creates a robust internal governance practice by establishing a Standard Operating Procedure for PULSE record entries and their audit and review.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Create a quality assurance process to evaluate the crime classification decisions of GISC Reviewers; - Introduce control measures to reduce the number of review/clarifications that are currently generated; - Develop an IT solution, such as a prompt on the Garda Síochána Portal, to inform a member and their supervisor that there is a PULSE review/clarification pending; - Stop the practice of using PULSE to recognise good work; - Ensure that GISC reviews and review/ clarification requests remain open, visible and accessible to GISC; - Develop a mandatory completion requirement in the PULSE information record system for all GISC review/ clarification requests. | A | Implemented |
| 4.19 | <p>The Inspectorate recommends that the Garda Síochána designates GISC to be the final decision maker in the classification of a crime or an incident.</p> | A | Implemented |
| 5.1 | <p>The Inspectorate recommends that divisions hold a daily accountability meeting that is structured and reviews incidents and crimes on a divisional basis to ensure appropriate action and tasking.</p> | AM | Implemented |
| 5.2 | <p>The Inspectorate recommends that the Garda Síochána develops a crime screening process with established solvability factors.</p> | AM | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |

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| 5.3 | <p>The Inspectorate recommends that the Garda Síochána establishes a crime management unit model on a divisional basis. To achieve the above recommendation, the following key action needs to be taken: - Development of operating protocols for all crime management units.</p> | A | Not implemented - action ongoing |
| 5.4 | <p>The Inspectorate recommends that the Department of Justice and Equality initiate a process, in which the CSO should have a central role, towards the development of new Crime Counting Rules.</p> | R | Rejected by Expert Group |
| 5.5 | <p>The Inspectorate recommends that the Garda Síochána publishes policy establishing the roles and responsibilities of all staff in regard to the reclassification and invalidation of PULSE incident records, with GISC having the final decision authority. To achieve the above recommendation, the following key action needs to be taken: - Allow GISC full PULSE incident access, including the ability to view records that are reclassified or invalidated.</p> | A | Implemented |
| 5.6 | <p>The Inspectorate recommends that the Garda Síochána introduces a system of Dedicated Decision Makers on a divisional basis. To achieve the above recommendation, the following key action needs to be taken: - Develop policy that requires members to obtain Dedicated Decision Maker approval prior to any request for reclassification or invalidation of a PULSE incident record.</p> | A | Implemented |
| 5.7 | <p>The Inspectorate recommends that the Garda Síochána introduces National Crime Recording Standards.</p> | A | Implemented |

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| 5.8 | <p>The Inspectorate recommends that the Garda Síochána introduce a Force Crime Registrar (FCR) with responsibility for the accuracy and integrity of the recording of incidents, crimes and detections.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - The FCR needs to be outside of operational line command; - Subject to any selection process, an interim FCR should be immediately appointed. | AM | Implemented |
| 5.9 | <p>The Inspectorate recommends that the Department of Justice and Equality initiate a process, in which the CSO should have a central role, towards the designation of a baseline year for crime recording.</p> | A | Rejected by Expert Group |
| 5.10 | <p>The Inspectorate recommends that the Department of Justice and Equality consider appointing an independent body to conduct annual audits of incident and crime recording standards.</p> | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 6.1 | <p>The Inspectorate recommends that the Garda Síochána aligns all district detective units into a divisional model.</p> | A | Implemented |
| 6.2 | <p>The Inspectorate recommends that the Garda Síochána reduces the current abstractions that take detectives away from crime investigation.</p> | A | Implemented |
| 6.3 | <p>The Inspectorate recommends that the Garda Síochána identifies the unnecessary deployment of all detectives in non-investigative roles and assigns them into criminal investigation posts.</p> | A | As it is the subject of an additional recommendation in a subsequent Inspectorate report, 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. |

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| 6.4 | The Inspectorate recommends that the Garda Síochána extends the Regional Support Units across all regions. | A | Implemented |
| 6.5 | <p>The Inspectorate recommends that the Garda Síochána reviews the selection, training, appointment and transfers of detectives. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Create a structured selection and training programme for future detectives; - Develop a selection process that is perceived as fair and selects the best possible candidates for the role of detective; - Ensure that all current detectives are sufficiently skilled, including additional detective training as required; - Ensure new detectives are trained prior to appointment; - Review the process of detective transfers and the loss of detective status. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 6.6 | The Inspectorate recommends that the Garda Síochána develops a training package on crime investigation that includes disclosure training for all gardaí involved in crime investigation. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 6.7 | The Inspectorate recommends that the Garda Síochána conducts a Training Needs Analysis for members that completed foundation training post 2005, and develops a training programme that addresses any identified gaps in garda investigation skills. | A | Implemented |
| 6.8 | The Inspectorate recommends, in the interim period of any operational or structural changes, that the Garda Síochána ensures that a divisional or regional detective superintendent take responsibility from district officers for the investigation of a murder or other major enquiry. | A | Rejected |

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| 6.9 | The Inspectorate recommends that the Garda Síochána develops an Internal Affairs investigation unit and removes garda internal investigations from the remit of Investigation Section. | A | As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring |
| 6.10 | The Inspectorate recommends that the Garda Síochána removes the specialist crime investigations from Investigation Section and reallocates those crimes to other investigation units. | A | Not implemented - action ongoing |
| 6.11 | The Inspectorate recommends that the Garda Síochána replaces “Job Books” with a Major Investigation Management System to electronically record all actions in connection with a major incident. | A | Implemented |
| 6.12 | The Inspectorate recommends that the Garda Síochána replaces the use of diaries and other ledgers with a national standard Garda decision making log. | A | Implemented |
| 6.13 | The Inspectorate recommends that the Garda Síochána includes the Serious Crime Review Team (SCRT) as part of a new major investigation team. (See also recommendation 6.16) | R | Rejected |
| 6.14 | The Inspectorate recommends that the Garda Síochána ensures that cold case review recommendations provided to Senior Investigating Officers (SIOs) are reviewed and progress monitored. | A | Implemented |
| 6.15 | The Inspectorate recommends that the Garda Síochána develops Independent Advisory Groups. | | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |

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| 6.16 | <p>The Inspectorate recommends that the Garda Síochána develops Major Incident Investigation Teams that investigate murders and other specified serious crimes. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Remove the responsibility for homicide investigation from the district superintendent to a major incident investigation team; - Establish major incident teams on a geographical basis that meet the policing demands of major incident investigations; - Utilise existing National Bureau of Criminal Investigation (NBCI), Technical Bureau, regional and divisional resources to create the new teams. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 6.17 | <p>The Inspectorate recommends that the Garda Síochána implements victim-centred policy and good investigative practices in rape and other sexual offences. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Train dedicated officers to undertake the initial investigation of a serious sexual assault, including the taking of a victim’s statement. The training should include forensic retrieval, rape trauma, victim care and statement taking; - Allocate all investigations to trained detectives; Implement a formal review process for undetected sexual offences. | A | Implemented |
| 6.18 | <p>The Inspectorate recommends that the Garda Síochána, working with Cosc and key strategic partners, implements victim-centered policy and good investigative practices in Domestic Violence (DV). To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - The Domestic Violence and Sexual Assault Investigation Unit (DVSAIU) | A | Implemented |

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| | <p>must perform a national monitoring function to ensure compliance with the Garda Síochána DV Policy;</p> <ul style="list-style-type: none"> - Assign secondary investigation responsibility for DV crimes to dedicated investigation teams; - Conduct analysis of domestic related murders to inform garda policy on harm reduction; - Engage victims of DV and support agencies to improve garda awareness of the particular needs of DV victims. This should form part of a garda training and awareness programme; - Ensure that all calls for DV are properly supervised from the receipt of the call to the recording of the crime or incident; - Ensure that all crime of DV and incidents of domestic dispute are recorded on PULSE, irrespective of the willingness of a victim to make a statement of complaint; - Ensure that positive action is taken where there are clear opportunities to arrest; - Implement a risk assessment process that is completed at all DV incidents; - Ensure that the corporate training package on DV is delivered to all front-line officers; - Update the Garda Síochána website with information that is easy to find and provides clarity on the service that a victim of DV can expect; - Ensure that the requirement for follow up visits is recorded and supervised; - Ensure that all DV incidents are reviewed at Daily Accountability Meetings; - Ensure that all victims of DV and parties involved in domestic disputes receive details of DV support organisations. | | |
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| 6.19 | <p>The Inspectorate recommends that the Garda Síochána implements a victim-centered policy and good investigative practices in racial, homophobic and other similar crimes to encourage victims to report offences.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Ensure that all crimes containing elements of hate or discrimination are flagged on PULSE; - Create clear modus operandi features on PULSE that allow the accurate recording of the nine strands of the Diversity Strategy; - Develop third party reporting sites to accommodate victim reporting; - Review the decision to merge the role of ELO/LGBT officers. | A | Implemented |
| 6.20 | <p>The Inspectorate recommends that the Garda Síochána develops investigation plans for crimes that are recorded on PULSE.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Investigation plans must be approved by supervisors and recorded on PULSE. | A | Implemented |
| 6.21 | <p>The Inspectorate recommends that the Garda Síochána ensures that all investigation updates are recorded on PULSE e.g. CSE examinations.</p> | A | Implemented |
| 6.22 | <p>The Inspectorate recommends that the Garda Síochána conducts a national audit of lapsed criminal cases and introduce a system to ensure that investigations are progressed in a timely manner.</p> <p>This is linked to a recommendation in Part 11, with regard to lapsed cases that are recorded as detected. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Address the causes for lapsed cases; - In the absence of an electronic case management system, develop a filing and tracking system to significantly reduce the number of cases which are not progressed in a timely manner. | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |

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| 6.23 | The Inspectorate recommends that the Garda Síochána conducts a review of the availability and deployment of child specialist interviewers and with the HSE, to review the process of creating interview transcripts. | A | As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring |
| 6.24 | The Inspectorate recommends that the Garda Síochána conducts an urgent review of the approach taken to computer examination and significantly reduces the time taken to provide evidence to investigators. This should include the resources required to provide an effective service and to explore options for creating units in key geographic locations. | A | As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring |
| 6.25 | The Inspectorate recommends that the Department of Justice and Equality and the Garda Síochána engage telephone service providers to reduce the current delays in providing call data. | A | Rejected |
| 6.26 | The Inspectorate recommends that the Garda Síochána reduces the time scales for crime investigation from three months to a maximum of twenty-eight days. To achieve the above recommendation, the following key actions need to be taken: <ul style="list-style-type: none"> - Record all suspected offenders' details on PULSE; - Develop a search facility on PULSE to identify named suspects not yet arrested; - Take witness and victim statements at the time of dealing with a crime where there is a likelihood that a suspect will be arrested; - Re-allocate crime investigations for any garda who is transferring, retiring or is on extended absence from work. | A | Rejected |
| 6.27 | The Inspectorate recommends that the Garda Síochána develops a national CCTV database that contains details of all systems that are operating. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |

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| 6.28 | The Inspectorate recommends that the Garda Síochána should, with its partner agencies, explore the option of developing Automatic Number Plate Recognition system (ANPR) on existing camera networks. | A | Not implemented action ongoing |
| 6.29 | The Inspectorate recommends that the Garda Síochána implements a standard national case file. | A | Implemented |
| 6.30 | The Inspectorate recommends that the Garda Síochána develops a national electronic case file management system. In the absence of an electronic case file management system, the following actions need to be taken: <ul style="list-style-type: none"> - Reduce the number of unnecessary case files that are created; - Keep original or primary case files in a secure place and ensure that access is tracked and that they are available if required for investigative purposes; - Ensure that case files are not taken outside of a garda station without the permission of a supervisor; - Develop an electronic process for passing cases files from one unit to another and particularly to the DPP. | A | Implemented |
| 6.31 | The Inspectorate recommends that the Garda Síochána implements systems to improve the quality of supervision of crime investigation, including the development of a tab on PULSE to record all supervision of an investigation. | A | Implemented |
| 6.32 | The Inspectorate recommends that the Garda Síochána introduces a national policy and procedure for bringing an investigation to a conclusion. To achieve the above recommendation, the following key action needs to be taken: <ul style="list-style-type: none"> - Ensure that the process includes formal updates to victims, witnesses and suspects. | A | Implemented |

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| 6.33 | <p>The Inspectorate recommends that the Garda Síochána develops new systems for recording and investigating crime. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Develop telephone reporting and telephone investigation of crime; - Further develop opportunities for extending on-line reporting of crime and reduce the bureaucracy of the current process. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 6.34 | <p>The Inspectorate recommends that the Garda Síochána creates divisional investigation units to investigate designated volume crimes. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Release regular units from investigating high volumes of crime; - Create volume crime investigation units that utilise detective resources; - Publish clear protocols about the type of crimes units will investigate. | A | Rejected |
| 6.35 | <p>The Inspectorate recommends that the Garda Síochána provides clarity about the crime investigation role of divisional specialist units, such as drugs and other tasking units, traffic units and community policing units. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Publish clear protocols about the type of crimes specialist units will investigate. | A | Implemented |
| 7.1 | <p>The Inspectorate recommends that the Garda Síochána updates PULSE letters to reflect the free phone number for the Crime Victims Helpline.</p> | A | Implemented |
| 7.2 | <p>The Inspectorate recommends that the Garda Síochána improves the information provided to victims and particularly to victims of sexual assaults, domestic violence or those who are vulnerable for any other reason. In support of the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Develop a card or information leaflet with support agency and other contact details, particularly for domestic violence and sexual assault to provide to victims at the time of recording the crime. | A | Implemented |

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| 7.3 | The Inspectorate recommends that the Garda Síochána introduces compliance rates for divisions of 100% for sending Letter 1 and a minimum of 90% for sending Letter 2. | AM | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 7.4 | The Inspectorate recommends in the absence of a case management system, that the Garda Síochána explores software options that would provide a reminder that a victim needs to be updated. | A | Implemented |
| 7.5 | <p>The Inspectorate recommends that the Garda Síochána adopts the following practice in its policy and approach to dealing with victims and witnesses.</p> <ul style="list-style-type: none"> - Create a national standard for victim and witness contact with set timescales and set events that will result in an update to a victim or witness; - When a victim of crime or a witness contacts a garda station for an update to create a process where someone takes ownership of that enquiry; - Provide clear guidance and, where necessary, training to all gardaí on their roles and responsibilities with regard to victims of crime; - Create a mandatory field on PULSE that identifies repeat victims of crime; - Create a policy and a process for identifying and managing repeat victims of crime; - Create a tab on PULSE to record all victim updates or attempts to update a victim; - Provide external e-mail access for all investigating gardaí; - Review the approach taken by gardaí to the initial contact with victims of assault and domestic violence (this complements the recommendations on DV in Part 6); - Ensure a consistent standard of victim referral to support agencies; - Ensure that in appropriate cases victims are provided with the Victim Impact Assessment Guidelines; | A | Implemented |

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| | - In consultation with the DPP to consider the use of Community Impact Assessments. | | |
| 7.6 | <p>The Inspectorate recommends that the Garda Síochána reviews the approach and quality assures the supervision of victim contact. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Develop a quality call back system which monitors the quality of the service provided to victims of crime to ensure that the good work of gardaí is acknowledged as well as dealing with those who consistently provide a poor service; - Provide guidance, and where necessary training, to existing supervisors and newly promoted supervisors on their roles and responsibilities for ensuring appropriate victim care. | A | Implemented |
| 8.1 | The Inspectorate recommends that the Garda Síochána reviews the security vetting process to consider a need for additional vetting prior to specific appointments or promotions. | A | Implemented |
| 8.2 | The Inspectorate recommends that the Garda Síochána conducts a review of the use and prioritisation of surveillance and the availability of surveillance equipment and training to non- national surveillance units. | A | Implemented |
| 8.3 | The Inspectorate recommends that the Garda Síochána conducts a review of the training and development for decision making and recording of decisions for those managing pre-planned and spontaneous incidents. | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |
| 8.4 | The Inspectorate recommends that the Garda Síochána conducts a review of the training and availability of on-scene commanders to take command of pre-planned and spontaneous armed incidents. | A | Implemented |

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| 8.5 | The Inspectorate recommends that the Garda Síochána ensure that technology is upgraded before the implementation of 4G. | A | Implemented |
| 8.6 | The Inspectorate recommends that the Garda Síochána designates GSAS as the professional lead for developing standards for the collating, analysis and evaluation of intelligence to ensure that professional standards are maintained. | A | Rejected |
| 8.7 | The Inspectorate recommends that the Garda Síochána provides GSAS analysts with full access to PULSE data. | A | Implemented |
| 8.8 | <p>The Inspectorate recommends that the Garda Síochána implements a national intelligence model/process.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Develop national standards for the way that intelligence units operate at national and divisional levels; - Develop a corporate intelligence tasking and co-ordinating meeting that is chaired by a senior officer; - Develop a regional and divisional intelligence tasking and coordinating process; - Ensure that every operational garda and reserve is assigned a daily intelligence task; - Conduct a review of all national units that are operating intelligence units and to ensure that GSAS analysts are aligned to intelligence units; - Ensure that check points and other pro active initiatives are intelligence led, outputs are accurately recorded and evaluations are conducted to identify what works well. | A | Not implemented - action ongoing |
| 8.9 | The Inspectorate recommends that the Garda Síochána amalgamates the current National Support Services intelligence units into a single intelligence hub. | A | Not implemented - action ongoing |

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| 8.10 | <p>The Inspectorate recommends that the Garda Síochána conducts a review of Interpol Unit and in particular the management of enquiries, minimum staffing levels of the unit and the IT infrastructure.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Create a Standard Operating Procedure for Desk Officers. | A | Implemented |
| 8.11 | <p>The Inspectorate recommends that the Garda Síochána develops divisional intelligence units.</p> | AM | Not implemented - action ongoing |
| 8.12 | <p>The Inspectorate recommends that the Garda Síochána creates a Standard Operating Procedure clarifying the functions and operating practices of a criminal intelligence officer.</p> | A | Implemented |
| 8.13 | <p>The Inspectorate recommends that the Garda Síochána ensures that the Garda Information Service Centre, investigators and specialist staff include modus operandi in all PULSE incident records.</p> | A | Implemented |
| 8.14 | <p>The Inspectorate recommends that the Garda Síochána implements a system of regular intelligence audits and daily spot checks to ensure that intelligence on the PULSE system is only accessed for a legitimate purpose.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Introduce a process to ensure that supervisors check the intelligence that their staff are accessing to ensure that the searches conducted are linked to a criminal investigation, a pro active operation or other legitimate purpose; - Explore IT security solutions that will limit access to intelligence records based on user security levels. | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |

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| 8.15 | <p>The Inspectorate recommends that the Garda Síochána provides a basic training programme to members and police staff, including GISC, on intelligence led policing, to increase awareness of the value of criminal intelligence, to provide information on data protection issues and to provide clarity on the system operating in the Garda Síochána.</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Develop a drop-down menu for GISC to improve the quality of intelligence on PULSE. | A | Rejected |
| 8.16 | <p>The Inspectorate recommends that the Garda Síochána ensures that supervisors check the quality of intelligence records submitted by members.</p> | AM | Implemented |
| 8.17 | <p>The Inspectorate recommends that the Garda Síochána conducts an urgent review of the recording of childrens' details as an intelligence record on PULSE.</p> | A | Implemented |
| 8.18 | <p>The Inspectorate recommends that the Garda Síochána restricts the creation of PULSE intelligence records to a Criminal Intelligence Officer.</p> | AM | Implemented |
| 8.19 | <p>The Inspectorate recommends that the Garda Síochána tasks Criminal Intelligence Officers with a review of PULSE for duplicate records and inaccurate intelligence records.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Introduce a system to identify and remove intelligence that is inaccurate or misleading; - Allow CIOs to recommend removal of inaccurate information with the approval of a supervisor; - Provide clear direction on the merging of duplicate intelligence records. | A | Implemented |

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| 8.20 | The Inspectorate recommends that the Garda Síochána provides clear guidance on the retention and disposal of collators' cards which contain personal identifying information. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 8.21 | The Inspectorate recommends that the Garda Síochána tasks regional Criminal Human Intelligence Sources units to engage with divisions to encourage the referral of persons who are suitable to be considered for registration. | A | Implemented |
| 8.22 | The Inspectorate recommends that the Garda Síochána conducts a review of the corporate approach to the use of Criminal Human Intelligence Sources to ensure that it provides measurable outcomes in relation to volume crime. | A | Implemented |
| 8.23 | The Inspectorate recommends that the Garda Síochána conducts a review of the use of Crimestoppers and Garda Confidential. To achieve the above recommendation, the following key actions need to be taken: <ul style="list-style-type: none"> - Evaluate outsourcing Crimestoppers so that it is independent of the Garda Síochána; - Provide one 24/7 365 confidential line; - Develop electronic reporting for the public to be easily able to report intelligence information; - Implement a central tracking system that ensures that intelligence is effectively actioned. | A | Implemented |
| 8.24 | The Inspectorate recommends that the Garda Síochána initiates a process with public service information bodies, including the Central Statistics Office, to develop on-line crime mapping information. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |

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| 9.1 | <p>The Inspectorate recommends that the Garda Síochána reviews the current PULSE status codes, in conjunction with recommendation 11.2 to clarify investigation and detection status codes.</p> | A | Implemented |
| 9.2 | <p>The Inspectorate recommends that the Garda Síochána conducts an examination of the process of dealing with named suspects in a criminal investigation. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Develop a national Standard Operating Procedure to reduce delays in identifying and locating suspects; and to provide clear protocols for arrest and charging suspected offenders; - Ensure that suspected offenders are arrested at the earliest opportunity; - Develop the use of photo fit identification as an investigative tool; - Review and update as necessary, the guidance provided by the Garda Crime Investigation Techniques Manual. | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |
| 9.3 | <p>The Inspectorate recommends that the Garda Síochána reviews the programme of examinations conducted by the Garda Professional Standards Unit (GPSU). To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Ensure that the GPSU are tasked pursuant to the high risk issues including those identified in the Crime Investigation Report, such as reviews of compliance of PULSE policies on entries, classification and reclassification of crime and detections; - Establish a robust process of monitoring the implementation of GPSU recommendations. | A | Implemented |

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| 9.4 | The Inspectorate recommends that the Garda Síochána provides all future GPSU reports to the Garda Inspectorate. | A | Implemented |
| 9.5 | The Inspectorate recommends that the Garda Síochána issues rigid handcuffs to gardaí trained in their use. | AM | Implemented |
| 9.6 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a working group to explore the following recommendations in respect of health care provision and demand reduction for persons in custody.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Review and implement international best practice for improvement in health care provision for persons detained in custody; - Develop clear and unambiguous protocols among the strategic partners for dealing with persons, in both public and private locations, that are suffering from mental health issues and in urgent need of medical attention; - Establish clear and unambiguous protocols among strategic partners for an appropriate response to young persons who are taken to garda stations, particularly after normal office hours; (See page 28, Young Offenders in Custody) - Ensure a comprehensive risk assessment process for detention of prisoners. | A | While action is ongoing this is not yet implemented. As it is addressed in recommendations in a subsequent Inspectorate report and is included in two current Bills and a Taskforce report, no further monitoring will take place for this recommendation. |

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| 9.7 | <p>The Inspectorate recommends that the Garda Síochána engages key partner agencies to develop an effective drug arrest referral scheme for those detained in garda stations.</p> | A | As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring |
| 9.8 | <p>The Inspectorate recommends that the Garda Síochána develops and implements a technology based custody system to ensure appropriate oversight and management of persons in custody. The Inspectorate recognises that this a long term solution, but the planning and development should start now.</p> <p>In the interim, to achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> - Develop a more user friendly and detailed paper custody record which contains all relevant information for a detained person and ensures through active supervision that entries are accurate. | A | Not implemented - action ongoing |

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| 9.9 | <p>The Inspectorate recommends that the Garda Síochána conducts a full review of custody provisions to include centralisation/ rationalisation of facilities, and potential for improvements to security arrangements, supervision and training. To achieve the above recommendation, the following key actions need to be taken:</p> <p>Facilities</p> <ul style="list-style-type: none"> - Rationalise the current custody facilities and move to a smaller number of improved purpose built custody suites; - Centralise custody facilities on a regional basis (urban areas) and a divisional basis outside of cities; (Long term) - Seek opportunities to share/develop custody facilities with partner agencies; - Introduce digital clocks in custody suites. <p>Operations</p> <ul style="list-style-type: none"> - Appoint dedicated custody sergeants with responsibility for persons in custody; - Appoint civilian detention officers; - Ensure that only trained personnel are deployed into custody suites; - Ensure that all gardaí are fully aware of the provision to suspend custody; - Provide effective supervision and guidance to investigators dealing with a person in garda detention; -Ensure that prisoner logs are completed correctly. | A | <p>As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring</p> |
| 9.10 | <p>The Inspectorate recommends that the Garda Síochána considers the implementation of case progression units aligned to centralised custody facilities.</p> | A | <p>Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring</p> |

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| 9.11 | <p>The Inspectorate recommends that the Garda Síochána addresses the existing skills gap for gardaí trained in interview techniques, statement taking and disclosure.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none">- Identify and assess the skills gap in interview techniques training;- Train all garda members involved in the interviewing of witnesses or suspects to Level 1 and 2 standard;- Provide Level 3 and 4 training courses to ensure sufficiently trained garda members are available to interview suspects involved in serious crime;- Introduce a line management protocol to check the quality of taped interviews. | A | Implemented |
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| 9.12 | <p>The Inspectorate recommends that the Garda Síochána improves investigative skills for gathering best evidence, including the taking of witness statements, arresting, interviewing suspects, gathering CCTV and the disclosure of evidence.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Ensure that garda notebooks are completed to a high standard and that supervisors check notes books as outlined in the Garda Code; - Ensure that all gardaí present at an incident complete a notebook entry including any evidence of an arrest or incidents that took place; - Consider the implementation of a separate booklet for completing arrest notes; - Develop clear guidance on the recording of contemporaneous notes; - Ensure that all statements are dated and signed at the foot of each page and after the last line of a person’s statement; - Introduce a system to ensure that a supervisor checks the quality of statements taken from victims and witnesses; - Implement a national standard for the taking of a withdrawal witness statement; - Ensure that PULSE is used to record the gathering and attempts to gather evidence. | AM | Implemented |
| 9.13 | <p>The Inspectorate recommends that the Garda Síochána ensures that where appropriate, addresses of detained persons are searched.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Develop a Standard Operating Procedure for conducting address searches for detained persons; - Develop a national standard form for search logs. | | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |

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| 9.14 | <p>The Inspectorate recommends that the Garda Síochána conducts an urgent examination of the whole process of fingerprinting and photographing persons detained in custody and those who are convicted of an indictable offence at court.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Use AFIS Livescan digital fingerprinting technology for all fingerprints; - Implement a system to ensure that the requirements of Section 28 Criminal Justice Act, persons subject to mandatory fingerprint identification, are fulfilled; - Train all frontline gardaí to take AFIS fingerprints and how to obtain results; - Develop a Standard Operating Procedure to ensure 100% compliance with the taking of fingerprints, photographs and other samples; - Reduce the authority level for authorising fingerprints from an inspector to a custody sergeant; - Provide divisions with regular management information on fingerprint compliance; - Introduce a tracking system to monitor the progress of fingerprint identifications; - Create a protocol to search for and merge multiple intelligence records with AFIS records to ensure proper identification information exists in the PULSE records system. | R | Rejected |
| 9.15 | <p>The Inspectorate recommends that the Garda Síochána examines the effectiveness of the current process for conducting identification parades and moves towards an electronic system of identification parades where appropriate.</p> | A | Not implemented - action ongoing |

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| 9.16 | <p>The Inspectorate recommends that the Garda Síochána conducts an urgent examination of the current process for exhibit and property management.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Implement an integrated IT solution to record all property seized and to track its movements across all of the systems (Long term); - Complete the roll out of the Property and Exhibits Management System (PEMS) across all divisions and national units; - Develop a national drugs register to ensure consistent inventory and data entry by all drugs units; - Review the production of exhibits (photographs/maps) at court and seek opportunities to use technology to reduce costs; - Introduce technological opportunities to provide immediate transfer of crime scene exhibits for examination; - Nominate a person at national/divisional level to have responsibility for forensic samples to ensure they are sent for analysis. | A | Implemented |
| 9.17 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a working group to explore options for legislative change to improve the effectiveness and efficiency of crime investigations.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Extend the detention time in custody without charge; - Address the legislative gap in the powers of gardaí to detain a person arrested for minor offences, who after six hours, is still incapable of looking after themselves; - Provide authority for the Garda Síochána to fingerprint, photograph and obtain DNA from all persons detained at a garda station, as commensurate with international identification standards; | A | Not implemented - action ongoing |

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| | <ul style="list-style-type: none"> - Consolidate all legislation dealing with powers of arrest, search and detention to facilitate compliance and ensure consistency across relevant legislation; - Develop a Code of Practice for the treatment and detention of persons in garda custody; - Consider mandatory drug testing of persons detained for “trigger offences” including but not limited to burglary and robbery; - Remove the requirement to contemporaneously record notes at the time of a taped interview; - Resolve the issues in respect of tape transcripts and a move to a Written, Record or Tape and Interview (WROTI) type system; - Designate a custody record as primary evidence, to record all actions in a person’s custody record and to remove the need for statements to be completed for all interactions; - Introduce an Independent Custody Visitors Scheme to provide for custody care assurance; - Improve the use of technology in court documentation and exhibits in criminal justice cases; - Establish the process of identification parades in law and to consider the implications when a suspect refuses to participate; - Review the requirements for maintaining a chain of evidence for an exhibit and seek to reduce the necessity for chain of evidence witnesses completing statements and attending court. | | |
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| 10.1 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a cross-departmental and multi-agency working group to progress the development of a co-located and fully integrated youth offender service.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Examine the role of the Garda Youth Diversion Office (GYDO), in pre-charge decision-making processes involving juvenile offenders suspected of serious crimes such as murder and rape; - Consider the application of a suitable engagement or diversionary scheme for those aged under twelve who come to the notice of the Garda Síochána; - Promote the use of restorative processes in accordance with the Children Act, 2001; - Introduce an information sharing protocol between Juvenile Liaison Officers and diversion programmes to assist in the identification and treatment of behavioural issues; - Reassess the process of formal and informal cautions; - Produce evidence-based performance measures to assist in the planning of diversionary activity; - Engage with a research partner to develop best practice in regards to the GYDO process and the Garda School Programme to ensure efficiency and effectiveness; - Review the participation requirements for treatment programmes for young offenders and particularly those who have committed sexual offences. | A | <p>While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring.</p> |
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| 10.2 | <p>The Inspectorate recommends that the Garda Síochána improves the current operation of the Garda Youth Diversion Programme. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Ensure that all eligible cases are referred to GYDO for decisions; - Ensure that the processing of young offenders is completed in a timely manner; - Ensure that cases deemed as unsuitable for JLO cautions are progressed towards prosecution; - Evaluate and clarify garda policy in the application of multiple cautions. | A | Implemented |
| 10.3 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a multi-agency working group to progress the development of a co-located multi-agency and fully integrated adult offender management service. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Focus on those who present the highest risk to community safety; - Promote the use of restorative processes; - Evaluate the treatment of offenders with addictions during short term sentences; - Review the process for managing those offenders due to be released from prison; - Ensure that the provisions in law, such as Civil Orders for managing offenders post sentence, are considered in appropriate cases; - Consider electronic monitoring and other initiatives to monitor offenders; - Research and publish performance measurements of offender management effectiveness. | A | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |

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| 10.4 | <p>The Inspectorate recommends that the Garda Síochána improves the current operation of the adult offender management programme. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Increase the divisional and regional co- ordination of the management of prolific offenders; - Promote the application of restorative justice; - Provide the Probation Service with a copy of the précis or statement of facts to assist with preparation of pre-sanction reports; - Fully inform the Probation Service of garda views for pre-sanction reports, to ensure that probation reports contain the views of the investigating garda; - Develop the use of post release Civil Orders. | A | Implemented |
| 10.5 | <p>The Inspectorate recommends that the Garda Síochána, HSE and the Probation Service conduct annual reviews of the progress of individual SORAMs.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Provide oversight and governance to locate those offenders who have failed to provide proper notice pursuant to the requirements of the Sex Offenders Act 2001; - Assess the exchange of information between the agencies with ongoing review of IT solutions for improved data sharing; - Ensure that all members of SORAM receive appropriate training and particularly those involved in the risk assessment process; - Provide for interagency communication and training to ensure that good practice is shared; - Mandate that divisions provide bi-annual information returns on registered sex offenders; - As part of a functional model for divisions, the detective superintendent should be responsible for SORAM. | | <p>While action is ongoing, this is not yet implemented. As it is addressed in a recommendation in a subsequent Inspectorate report, no further monitoring will take place for this recommendation.</p> |

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| 10.6 | <p>The Inspectorate recommends that the Garda Síochána assesses the working practices and technology needs of the Sexual Offences Management Unit and the Paedophile Investigation Unit.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Resolve the current IT issues that are impacting on service delivery such as the sharing of potential evidence, the delays in examination of images and the potential for two investigations to run concurrently on the same suspect(s) (See Recommendation 6.24); - Ensure minimum staffing levels rather than all members in the unit resting on the same day; - Ensure that all persons convicted of sexual offences have their fingerprints, photographs and DNA taken. | A | As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring |
| 10.7 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a multi-agency working group to consider the following changes to the registration and management of sex offenders.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Following a conviction in court to ensure that all offenders are notified of a requirement to register under the Sex Offenders Act; - Ensure that the Sexual Offences Management Unit are always informed of an order made against an offender; - Consider a reduction from seven days to three days in the requirement to register with the garda and to a requirement to register at the garda station where they will be residing; - Consider a requirement for an offender to confirm registration annually. | A | Implemented |
| 10.8 | <p>The Inspectorate recommends that the Garda Síochána in conjunction with the Courts Service reviews the process for tracking warrants from the courts to garda stations.</p> | | Rejected |

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| 10.9 | The Inspectorate recommends that the Garda Síochána creates a Standard Operating Procedure for identity verification. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 10.10 | The Inspectorate recommends that the Garda Síochána reviews the system of PULSE warning markers and sources an IT solution to ensure that markers are automatically flagged to an address or an incident on PULSE to which that person is connected. | AM | Implemented |
| 10.11 | The Inspectorate recommends that the Garda Síochána seeks opportunities, such as media, to engage the general public in helping to find wanted persons. | A | Implemented |
| 10.12 | The Inspectorate recommends that the Garda Síochána provides the same level of access to garda and partner agency IT systems for all Warrant Unit staff. | AM | Implemented |
| 10.13 | The Inspectorate recommends that the Garda Síochána initiates a prosecution for persons, who having entered into a Bond fail to appear at court. | AM | Implemented |
| 10.14 | The Inspectorate recommends that the Garda Síochána conducts a review of historical warrants to establish if the original case is still capable of proof. | A | Rejected |
| 10.15 | The Inspectorate recommends that the Garda Síochána develops a standard policy about when a warrant can be cancelled. | AM | Implemented |

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| 10.16 | <p>The Inspectorate recommends that the Garda Síochána develops a Standard Operating Procedure for the management of warrants. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Move to a divisional approach for the management of warrants; - Confirm that all warrants are entered onto the PULSE system; • Ensure that all reasonable opportunities to execute a warrant are explored and entered on PULSE; - Provide for good supervision around dealing with warrants and failures to execute warrants; - Provide appropriate staffing levels in all warrant units; - Ensure that a person in garda custody is never released without searching for and executing outstanding warrants. | AM | Not implemented - action ongoing |
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| 10.17 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a multi-agency working group to examine and consider the following changes to the processing of warrants. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Develop a centralised location for warrants and charge sheets; - Provide for a centralised and dedicated warrants court; - Reconcile court warrant records and PULSE warrant records; - Remove the requirement for an arresting garda to attend court on the first appearance for a person arrested solely on a warrant; - Develop a system to ensure that warrants are placed on PULSE immediately; - Review the requirement for High Court and Circuit Court bench warrants to return to those courts on a first appearance; - Consider the scanning of warrants onto PULSE and the acceptance of the scanned PULSE copy by the court in the absence of the original warrant; - Review the process of managing penal, estreatment and similar warrants and consider other options for the recovery of non-payment of fines; - Review the practice of issuing stayed warrants; - Review Section 13 Criminal Justice Act 1984 in respect of the twelve month time period to bring a prosecution to court; - Improve the process for obtaining search warrants out of court hours; - Consider the use of electronic committal warrants from courts to prisons. | A | <p>Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring</p> |
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| 10.18 | <p>The Inspectorate recommends that the Garda Síochána conducts an urgent examination of the use of bail. A national Standard Operating Procedure should be created for the whole process of bail management. To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Ensure consistent standards in the use of station bail and cash lodgements; - Ensure objections for bail are raised in all appropriate cases; - Review the types of bail conditions imposed on offenders and provide guidance to investigating officers to ensure a consistent approach; - Ensure that bail conditions are entered onto an person’s PULSE intelligence record with a warning marker; - Provide appropriate legal awareness and other update training for those managing bail; - Provide protocols and supervisory oversight for effective management of bail conditions that require sign-on at garda stations; - Promote the use of curfews as a bail condition; - Ensure that gardaí are tasked to monitor compliance with bail conditions; - Improve the current monitoring of bail on PULSE and ensure that the IT infrastructure allows electronic monitoring; - Ensure that breaches are always brought to the attention of a court; - Ensure that Section 2A of the Bail Act is used in appropriate circumstances; - Develop a court presenters scheme for High Court applications; - Promote the use of video-links for court bail applications wherever possible; - Improve the recording of bail and court convictions on PULSE and create a more efficient system for extracting information for court cases. | A | Implemented |
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| 10.19 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a multi-agency working group to consider the following changes to the operation of bail processes.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Provide a power of arrest to gardaí to deal with bail offences; - Develop a bail notification system from courts to garda divisions; - Review the effectiveness and rationale for the current system, where those on temporary release are required to sign-on at garda stations. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 11.1 | <p>The Inspectorate recommends that the Department of Justice and Equality initiate a process, in which the CSO should have a central role, towards the development of new Crime Counting Rules for detections.</p> | AM | Implemented |
| 11.2 | <p>The Inspectorate recommends that the Garda Síochána creates two distinct procedures and data fields for recording the investigation update and the detection status of an incident on PULSE.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Create a mandatory field on PULSE that notes the name, rank and registered number of the person recording a crime as detected; - Create new Detection Status Codes that reflect the accurate detection outcome; - Create a new investigation status field which reflects the current status of an investigation; - Mandate that each Detection Status Code which refers to ‘proceedings commenced’ or ‘proceedings completed’ have a charge, summons or caution directly linked to it. | A | Implemented |

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| 11.3 | <p>The Inspectorate recommends that the Garda Information Service Centre (GISC) is assigned responsibility for ensuring that detections are authorised and correctly recorded on PULSE.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Include detections as part of the mandatory GISC review process; - Develop a drop-down menu or aide memoire to assist GISC call takers to validate detections; - Ensure that a review of detection status is conducted in respect of cases where a conviction is not obtained at court. | A | Implemented |
| 11.4 | <p>The Inspectorate recommends that the Garda Síochána appoints and trains Dedicated Decisions Makers on a divisional basis with responsibility for approving a PULSE record to be recorded as detected.</p> | A | Implemented |
| 11.5 | <p>The Inspectorate recommends that the Garda Crime Registrar as described in Part 5 has responsibility for validating detections and ensuring compliance with the Crime Counting Rules.</p> | A | Implemented |
| 11.6 | <p>The Inspectorate recommends that the Garda Síochána amends the PULSE system to remove the facility for retrospectively recording a detection date.</p> | A | Implemented |
| 11.7 | <p>The Inspectorate recommends that the Garda Síochána develops Standard Operating Procedure, which stipulate that all detections should only be claimed on the day that a charge, summons or caution is delivered for adults and young offenders.</p> | A | Implemented |
| 11.8 | <p>The Inspectorate recommends that the Garda Síochána conducts an audit of all lapsed cases and any that are shown as detected must be changed to undetected status.</p> | A | Rejected |
| 11.9 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a working group to consider extending the legislation governing the adult cautioning scheme to include possession of drugs and other suitable offences.</p> | A | Implemented |

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| 11.10 | The Inspectorate recommends that the Department of Justice and Equality convene a working group to consider extending the legislation governing the adult cautioning scheme to include conditional cautioning. | A | Not implemented action ongoing |
| 11.11 | The Inspectorate recommends that the Garda Síochána ceases the practice of issuing informal cautions as a detection option and expunges PULSE records that contain this detection status. | AM | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 11.12 | The Inspectorate recommends that the Department of Justice and Equality convene a working group to consider extending the use of fixed charge penalty notices to include other minor crimes and to cease the practice of sending unpaid FCPNs to gardaí to issue summonses. | A | Implemented |
| 11.13 | The Inspectorate recommends that the Garda Síochána ensures that suspected offenders are formally notified about any crime shown as detected against them. | A | While no action has been taken to implement the recommendation, the nature of the recommendation has determined that it will still be subject to further monitoring |
| 11.14 | The Inspectorate recommends that the Department of Justice and Equality convene a working group to consider the implementation of an annual audit of detections by an independent body. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |

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| 11.15 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a working group to ensure a more efficient summons process system.</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> - Examine the issue of summons service and explore new ways to deal with summonses such as E-Service; - Introduce a court and garda tracking system to monitor actions taken; - Reduce the time taken from the date of the offence to the first court date; - Introduce a performance management system for all stages of the process; - Remove the need to routinely re-issue witness summonses for cases that are remanded to another date; - Ensure court outcomes are correctly recorded on PULSE (See page 37); - Extend the court presenter scheme to cover summons courts. | A | Implemented |
| 11.16 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a working group to develop, design and implement a system which provides joint criminal justice performance data on case management.</p> | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 11.17 | <p>The Inspectorate recommends that in the interim, the Garda Síochána extends the role of the Court Presenters Scheme to include all the prosecution role in courts, across all divisions.</p> | A | Implemented |
| 11.18 | <p>The Inspectorate recommends that the Department of Justice and Equality convene a working group to examine the current process for providing pre-charge advice and feedback to investigators on why a case is unsuitable for prosecution.</p> | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 11.19 | <p>The Inspectorate recommends that the Garda Síochána introduces Criminal Justice Units.</p> | A | Implemented |

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| 11.20 | The Inspectorate recommends that the Garda Síochána, along with key partner agencies introduces criminal justice groups at a divisional level. | A | Due to the absence of specific action to address the recommendation and the extended passage of time, it will not be subject to further monitoring |
| 11.21 | <p>The Inspectorate recommends that the Department of Justice and Equality consider the establishment of a Criminal Justice Board equivalent to deliver a more effective criminal justice service.</p> <p>The following matters need to be considered:</p> <ul style="list-style-type: none"> - Ensure that criminal cases do not lapse; - Consider the extension of pre-trial hearings; - Address inefficiencies with charge sheet processes and court orders; - Reduce unnecessary and repeated court appearances by witnesses; - Ensure specialist measures are available for victims and witnesses; - Develop joint agency data on case timeliness and factors affecting the outcome of criminal cases; - Accurately capture court conviction information in all courts; - Develop video-linking to create efficiencies for garda and other witnesses; - Review the use of gardaí in court security roles and escorting of remand prisoners; - Review the management and process for dealing with those offenders who commit offences whilst on suspended sentences. | A | Not implemented - action ongoing |