



CIGIREACHT AN GHARDA SÍOCHÁNA  
GARDA SÍOCHÁNA INSPECTORATE

Report of the Garda Síochána Inspectorate



# Progress on Implementation of Recommendations

# CHANGING POLICING IN IRELAND

NOVEMBER  
2015

A Review of the Implementation Status of Recommendations from the Ninth Report of the Garda Síochána Inspectorate on The CHANGING POLICING IN IRELAND

Review of report October 2023

Delivering a Visible, Accessible and Responsive Service

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

| Recommendation Number | Recommendation  | Accepted (A)<br>Accepted with Modification (AM)<br>Rejected (R). | Inspectorate Assessment of the Progress of the Recommendation |
|-----------------------|---|--|---|
| 1.1                   | The Inspectorate recommends that the Garda Síochána establishes a position of Deputy Commissioner for Governance and Strategy with the responsibilities outlined in Figure 1.2. (Short term)  | A  | Implemented   |
| 1.2                   | <p>The Inspectorate recommends that the Garda Síochána implements the structure and operating model for Operational Support Services as displayed in Figure 1.3. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Create a national firearms command unit.</li> <li>• Remove the DMR armed response function from the SDU.</li> <li>• Conduct regular reviews of all VIP and government building security arrangements and seek opportunities to reduce the number of armed and unarmed deployments.</li> <li>• Develop Standard Operating Procedures for the deployment of armed units, including those on close protection duties.</li> <li>• Merge the GNTB and the DMR Traffic Division and explore opportunities to create a central DMR traffic unit.</li> <li>• Take the national lead for command and control and for the development of national call handling practices.</li> <li>• Review the deployment and resources of Operational Support Units to maximise their efficiency.</li> <li>• Take the national lead for major emergency planning.</li> <li>• Lead on major event planning and resourcing.</li> </ul> | AM   | Implemented   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | <ul style="list-style-type: none"> <li>Publish clear protocols outlining the responsibilities of all units within this portfolio.</li> </ul>   |    |   |
| 1.3 | <p>The Inspectorate recommends that the Garda Síochána implements the structure and operating model for Serious Crime Services as displayed in Figure 1.3. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>Establish a national Major Investigation Team.</li> <li>Establish a Serious and Organised Crime Unit which includes cybercrime, human trafficking and serious fraud investigations.</li> <li>Create Public Protection Units at national and divisional levels.</li> <li>Create a national Offender Management Unit.</li> <li>Publish clear protocols outlining the responsibilities of all units within this portfolio.</li> </ul>                         | AM | <p>Response does not address the core elements of the recommendation and the Garda operating model is significantly different to the model recommended by the Inspectorate. As the recommendation has not been addressed and due to the extended passage of time, it will not be subject to further monitoring.</p> |
| 1.4 | <p>The Inspectorate recommends that the forensic functions of the Garda Technical Bureau be divested to the Forensic Science Laboratory. (Long term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>Develop a single point of entry for all forensic exhibits (Short term).</li> <li>Merge the CCIU within the Technical Bureau. (Short term)</li> <li>In the interim, the Forensic Science Laboratory and the Garda Síochána should collaborate to implement a more cost effective and efficient method of transporting and receiving exhibits. (Short term)</li> <li>In the interim, second Technical Bureau experts to the Forensic Science Laboratory. (Short term)</li> </ul> | AM | Implemented   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | <ul style="list-style-type: none"> <li>Once fully divested, the Forensic Science Laboratory to be responsible for deployment of national forensic support for serious and complex cases. (Long term).</li> <li>The Forensic Science Laboratory and the Garda Síochána should follow the Police Scotland Level 1 and Level 2 concept of crime scene examiners utilised by the Scottish Forensic Laboratory. (Long term)</li> </ul>   |    |             |
| 1.5 | <p>The Inspectorate recommends that the Garda Síochána implements the structure for Security and Intelligence Services as displayed in Figure 1.3. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>Merge the current functions of Crime Policy and Administration Bureau with other relevant garda units as set out in this chapter.</li> <li>Establish a Border Security Unit.</li> <li>Review the allocation of resources assigned to the SDU.</li> <li>Publish clear protocols outlining the responsibilities of all units within this portfolio</li> </ul> | AM | Implemented |
| 1.6 | The Inspectorate recommends that the Garda Síochána operates from three regions as displayed in Figure 1.7. (Short term)  | AM | Implemented |
| 1.7 | The Inspectorate recommends that the Garda Síochána establishes a new garda staff position of Director of Data Quality, responsible for data quality assurance across the organisation and specific line-management of the Garda Information Services Centre, the Garda Central Vetting Office and the Fixed Charge Processing Office. (Short term)   | AM | Implemented |
| 2.1 | <p>The Inspectorate recommends that the Garda Síochána implements the model for regional deployment of national resources as displayed in Figure 2.2. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p>   | AM | Implemented |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | <ul style="list-style-type: none"> <li>• Ensure that regional assistant commissioners are not required to perform dual functions and are not abstracted from their role for extended periods.</li> <li>• Seek all opportunities to regionalise national unit resources to improve service delivery.</li> <li>• Seek all opportunities to reduce management and administrative overheads.</li> <li>• Publish clear protocols outlining national and regional unit responsibilities.</li> </ul>   |    |             |
| 2.2 | The Inspectorate recommends that the Garda Síochána amalgamates and reduces significantly the number of divisions. (Medium term)  | A  | Implemented |
| 2.3 | The Inspectorate recommends that the Garda Síochána implements the functionality model based on the number of staff, policing needs and complexities of the various divisions. (Short term)   | AM | Implemented |
| 2.4 | <p>The Inspectorate recommends that the Garda Síochána conducts a minimum of three initial divisional amalgamations including the two DMR city centre divisions, based on the Inspectorate’s functionality model as outlined in Recommendation 2.3. (Short term)</p> <p>To support the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Within the DMR develop opportunities for regionalisation of core functions such as custody, special event planning, security, intelligence, warrant management, prosecutions, garda misconduct and public complaints.</li> <li>• Outside of the DMR, develop opportunities for amalgamating core functions such as custody, prosecutions, garda misconduct and public complaints.</li> <li>• Engage key stakeholders to improve partnership working.</li> </ul> | AM | Implemented |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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| 2.5 | In support of Recommendation 2.4, the Inspectorate recommends that the Garda Síochána conducts a full assessment of the policing needs of the amalgamated divisions to establish the required staffing levels and deploys appropriate resources to meet those needs. (Short term)   | AM | Implemented |
| 2.6 | <p>The Inspectorate recommends that the Garda Síochána develops a Standard Operating Procedure to improve the operational deployment of garda resources. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Develop national call handling and call deployment practices that use resources, buildings and technology more effectively.</li> <li>• Develop standardised call signs for all operational units, including supervisors.</li> <li>• Focus on reducing and effectively managing planned and unplanned abstractions.</li> <li>• Review the operational deployment of all specialist units.</li> <li>• Enhance garda visibility by increasing the time spent out of garda stations.</li> <li>• Develop a range of indicators to measure the effectiveness of deployment practices.</li> </ul> | AM | Implemented |
| 2.7 | The Inspectorate recommends that the Garda Síochána conducts an audit every four months to review deployment practices, in order to ensure that sufficient numbers of staff with appropriate skills are on duty at all times. (Short term)  | AM | Implemented |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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| 2.8 | <p>The Inspectorate recommends that the Garda Síochána develops multiple rosters that optimise the deployment of all garda resources and specifically includes: (Short Term)</p> <ul style="list-style-type: none"> <li>• A response policing roster that ensures the most effective and efficient response to calls for service.</li> <li>• Rosters that optimise the operational deployment of national, regional and divisional units involved in proactive operations and criminal investigations.</li> <li>• Rosters that optimise the operational deployment of local and specialist units such as traffic and community policing.</li> <li>• Non-operational rosters for those units at all levels that do not need to work extended hours.</li> <li>• Adhering to the principles highlighted in Chapter 2, Part III.</li> </ul> | A  | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |
| 3.1 | <p>The Inspectorate recommends that the Garda Síochána assigns to the recommended Deputy Commissioner Governance and Strategy the responsibility to ensure alignment of the Garda Síochána organisational culture with the policing plan and the reform programme. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Conduct, on a regular basis, a cultural audit of the real working culture within the organisation informed by both internal and external stakeholders.</li> <li>• Develop and implement a cultural reform programme, to be adjusted as necessary in the light of the findings of the regular cultural audits.</li> </ul>   | A  | Implemented   |
| 3.2 | <p>The Inspectorate recommends that the Department of Justice and Equality establishes formal, structured processes that co-ordinate all justice sector governance of the Garda Síochána and related oversight body activities to reduce any duplication in work, to clarify areas of responsibility, to share good practice and to seek opportunities for joint working. (Short term)</p>  | AM | Implemented   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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| 3.3 | <p>The Inspectorate recommends that the Garda Síochána develops a Standard Operating Procedure for the creation, implementation and monitoring of all garda policies and directives. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Move towards a single, digital repository system of information that is up-to-date with current policies and procedures.</li> <li>• Conduct a formal impact assessment for all medium to high-risk policies and directives that require action to be taken</li> <li>• Develop a process to ensure that supervisors have the knowledge, skills and training to ensure effective policy and directive implementation.</li> <li>• Develop data sources and key performance indicators to assist supervisors to monitor compliance.</li> <li>• Include a formal review date for all policies.</li> </ul> | A  | Implemented |
| 3.4 | <p>The Inspectorate recommends that the Garda Síochána creates a governance portfolio, including the establishment of a Governance Board chaired by the recommended Deputy Commissioner Governance and Strategy. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Create a governance unit to support the work of the Deputy Commissioner.</li> <li>• Membership of the board should include the chairs of the three governance committees and high-level decision-makers.</li> <li>• The Governance Board to take the lead on the forthcoming performance agreement between the Garda Síochána and the Department of Justice and Equality.</li> </ul>   | AM | Implemented |



*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | <ul style="list-style-type: none"> <li>• The GIAS to report directly to the Deputy Commissioner</li> <li>• Governance and Strategy.</li> <li>• Amalgamate the governance roles of the Change Management Section and the Strategic Transformation Office.</li> <li>• Develop a Standard Operating Procedure for identifying and managing all critical incidents.</li> <li>• Develop and establish a framework for measuring organisational performance.</li> <li>• Develop and manage performance review processes for garda divisions and national units.</li> <li>• Review the approach to self-inspections as outlined in the Inspections and Reviews HQ Directive.</li> </ul>   |    |             |
| 3.5 | <p>The Inspectorate recommends that the Garda Síochána creates a Risk Management Governance Committee that is accountable to the Governance Board and responsible for developing effective risk management practices. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Recruit a fully trained, professional Risk Management Officer (RMO) as a senior member of garda staff.</li> <li>• Create a full-time Risk Management Office to support the work of the RMO.</li> <li>• The Risk Management Governance Committee to meet at least quarterly.</li> <li>• With the change in divisional structure, create divisional risk registers.</li> <li>• All risk registers must be quality assured by the Risk Management Office.</li> <li>• Develop a policy on substance misuse and testing.</li> </ul> | AM | Implemented |

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Changing Policing in Ireland 2015*

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|     | <ul style="list-style-type: none"> <li>• Implement operational risk management strategies across the organisation.</li> <li>• Ensure that the proper systems, policies and training are in place to improve driver behaviour, to reduce collisions and to provide appropriate investigation of incidents involving garda vehicles.</li> <li>• Develop an anti-corruption strategy.</li> <li>• Review the training requirements for all supervisory staff on identification, assessment and mitigation of risk.</li> <li>• Conduct an evaluation of the new risk management programme.</li> </ul>   |    |             |
| 3.6 | <p>The Inspectorate recommends that the Garda Síochána develops a strategy to improve decision-making skills of leaders and supervisors and to become a learning organisation. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Ensure that decision-making and recording of decisions are part of all training courses.</li> <li>• Develop processes to test the knowledge and understanding of critical incident management principles.</li> <li>• Review the enquiries (formal and informal) that are currently received in Crime Policy and Administration and other policy units to identify knowledge gaps and reduce that demand.</li> <li>• Ensure that supervisors are trained, confident and capable of enforcing standards of performance, dress and behaviour.</li> </ul> | AM | Implemented |
| 3.7 | <p>The Inspectorate recommends that the Garda Síochána extends the provision for acting duties to include gardaí and sergeants to cover absences in patrol supervision and explores opportunities to cover long-term vacancies with temporary promotions. (Short term)</p>   | R  | Rejected    |

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Changing Policing in Ireland 2015*

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| 3.8  | The Inspectorate recommends that the Garda Síochána develops and publishes specific roles and responsibilities that clearly define the roles of supervisors, to support the new functionality model. (Short term)  | A | Implemented   |
| 3.9  | The Inspectorate recommends that the Garda Síochána develops a structured approach to engagement at all levels between senior managers and all staff and develops processes that encourage all staff to contribute to improving organisational performance. (Short term)   | A | Implemented   |
| 3.10 | <p>The Inspectorate recommends that the Garda Síochána develops a Standard Operating Procedure for recognising and rewarding good work and outstanding performance by all garda personnel. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Create a process to provide early identification and acknowledgement of good work and committed service.</li> <li>• Develop a divisional level commendation process and formal ceremony.</li> <li>• Develop long service awards for garda staff and reserves.</li> <li>• Introduce a long service award ceremony.</li> <li>• Include the importance of and process for recognition of good work in all promotion training courses.</li> </ul> | A | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |
| 3.11 | The Inspectorate recommends that the Garda Síochána develops a Talent Management Strategy to identify and develop leaders for the future. (Short term)   | A | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring  |

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Changing Policing in Ireland 2015*

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| 3.12 | <p>The Inspectorate recommends that the Garda Síochána develops key performance indicators to measure the effectiveness of leadership and supervision initiatives. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Develop a regular process of staff surveys at corporate, national and divisional levels and publish them.</li> <li>• Develop 360-degree reporting as part of all senior management promotion and development programmes.</li> </ul>  | A | Implemented |
| 3.13 | <p>The Inspectorate recommends that the Garda Síochána reviews the current activities of the Community Relations Unit to focus the unit on the key priorities of creating safer communities and improving customer service. (Short term)</p>   | A | Implemented |
| 3.14 | <p>The Inspectorate recommends that the Garda Síochána reviews the approach to community policing and community engagement in urban and rural divisions and in particular, the deployment and tasking of resources to enforcement, prevention and community engagement. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Develop a programme for community engagement.</li> <li>• Ensure consistency in approach across all urban or rural divisions.</li> <li>• Develop a structured process for conducting garda clinics and meetings with local communities.</li> <li>• Develop divisional stakeholder and contact databases.</li> <li>• Develop a process for identifying and addressing community priorities.</li> </ul> | A | Implemented |

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Changing Policing in Ireland 2015*

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| 3.15 | The Inspectorate recommends that the Garda Síochána expands the remit of the Victim Offices to provide a single point of contact for all customer service enquiries. (Short term)  | R  | Rejected  |
| 3.16 | <p>The Inspectorate recommends that the Garda Síochána produces a single Customer Service Charter and develops national Customer Service Guidelines for all employees. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Ensure that the customer service charter has targets that are specific, measurable, achievable, realistic and timely.</li> <li>• Publish the charter in a prominent position on the garda website and make copies available at all garda stations and customer contact points i.e. public libraries, shopping centres, etc.</li> <li>• Include details in the charter on how the public can help the Garda Síochána.</li> <li>• Publish charter results on the garda website and in the annual report.</li> <li>• Focus on resolving customer enquiries at the first point of contact.</li> <li>• Develop customer service/customer care as a key competency for all assessment processes.</li> <li>• Develop a new customer service training programme for all staff who have direct or indirect contact with both internal and external customers.</li> </ul> | AM | Implemented   |
| 3.17 | <p>The Inspectorate recommends that the Garda Síochána facilitates customer feedback and develops a series of performance indicators to measure and improve the quality of customer service. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p>   | A  | The core elements of the recommendation have not been addressed and no work is ongoing. As the recommendation has not been addressed and due to the extended passage of time, it will not be subject to further monitoring. |

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Changing Policing in Ireland 2015*

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|      | <ul style="list-style-type: none"> <li>• Develop, in consultation with customers, alternative forms of access for members of the public.</li> <li>• Consider options for obtaining customer feedback such as customer comment cards, on-line systems or mystery shoppers.</li> <li>• Focus on reducing the number of discourtesy and customer service complaints.</li> </ul> |   |   |
| 3.18 | The Inspectorate recommends that the Garda Síochána develops and utilises alternative forms of access for customers to obtain information on policing and policing services, including the development of divisional websites. (Medium term)   | R | Rejected  |
| 3.19 | The Inspectorate recommends that the Garda Síochána develops additional volunteering in policing initiatives. (Short term)   | R | Rejected  |
| 3.20 | The Inspectorate recommends that the Garda Síochána appoints a national customer service lead, that each division appoints a Partnership Superintendent and that all national units appoint a senior member as a customer service lead. (Short term)   | A | The core elements of the recommendation have not been addressed and no work is ongoing. As the recommendation has not been addressed and due to the extended passage of time, it will not be subject to further monitoring. |
| 3.21 | The Inspectorate recommends that the Garda Síochána establishes and convenes the Communications Advisory Council without further delay. (Short term)   | A | Implemented   |
| 3.22 | The Inspectorate recommends that the Garda Síochána assigns to the Office for Corporate Communications an appropriate number of staff with the knowledge, skills and abilities necessary for that function. (Short term)   | A | Implemented   |
| 3.23 | The Inspectorate recommends that the Garda Síochána assigns staff to regionalise the Office for Corporate Communication's local functions with clear guidelines, training and support from the Office for Corporate Communications. (Medium term)  | A | Implemented   |

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Changing Policing in Ireland 2015*

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| 3.24 | The Inspectorate recommends that the Garda Síochána provides internal and external email to all staff without the need for application and specific approval. (Short term)   | AM | Implemented   |
| 3.25 | <p>The Inspectorate recommends that the Garda Síochána develops and communicates clear protocols and guidelines, as necessary, to support information sharing with other government agencies. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Identify inter-organisational relationships where protocols or memoranda of understanding are required, and develop such protocols as necessary.</li> <li>• Work with the Department of Justice and Equality and the Data Protection Commissioner to clarify the broad and specific circumstances where inter-organisational information sharing would prevent crime or facilitate the investigation of crime, while still protecting citizen rights.</li> <li>• Work with the Department of Justice and Equality and the Data Protection Commissioner to review the effectiveness of the Data Protection Act for the purpose of enhancing information sharing between the Garda Síochána and other government agencies.</li> <li>• Train all operational garda personnel on data protection legislation, their obligations under it and their rights to information authorised by it.</li> </ul> | A  | This is part of the Policing, Security and Community Safety Bill and will be subject to further monitoring              |
| 3.26 | The Inspectorate recommends that the Garda Síochána provides essential technology in the Office for Corporate Communications, following the completion of a full technological needs assessment, using suitably qualified external professional assistance if necessary. (Short term)  | A  | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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| 3.27 | <p>The Inspectorate recommends that the Garda Síochána implements an electronic document policy that supports the use of email for official internal administrative communications. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Identify appropriate standards for use and retention of emails and other electronic documents.</li> <li>• Identify user groups for email messages to limit duplication and unnecessary volume.</li> </ul>   | A  | Implemented |
| 4.1  | <p>The Inspectorate recommends that the Department of Justice and Equality convenes a key stakeholder group to develop divestiture and outsourcing plans for functions which a body other than the Garda Síochána could perform. (Long term)</p>  | A  | Implemented |
| 4.2  | <p>The Inspectorate recommends that the Department of Justice and Equality convenes a Working Group comprising the Garda Síochána, the Department of Public Expenditure and Reform and the impending Police Authority to work together to develop a new employment framework that provides flexibility to achieve the optimum composition of the workforce. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Assess the range of options available to the Garda Síochána to adjust the workforce mix.</li> <li>• Identify any legislative or procedural challenges causing rigidity in workforce composition</li> </ul> | AM | Implemented |



*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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| 4.3 | <p>The Inspectorate recommends that the Garda Síochána develops and implements a workforce planning process for all positions within the organisation to release garda members for front-line deployment. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Work with the Department of Justice and Equality, the impending Policing Authority and other appropriate partners to assess the priorities for the functions of the Garda Síochána.</li> <li>• Assess each staff position for functionality, criticality and sufficiency.</li> <li>• Establish a competencies catalogue identifying all positions, the required skills and their role in supporting organisational goals.</li> <li>• Conduct an immediate review of all sergeant, inspector and superintendent posts in non-operational duties to release supervisors from administrative and back-office support functions to front-line operational duties.</li> <li>• Review the Regulation 7 and Regulation 14 positions to determine their functional requirements and whether they serve a core function in support of the Garda Síochána's goals.</li> <li>• Provide annual status implementation updates by number, type and assignment of garda staff recruited and assignment of members released to operational duties.</li> <li>• Prepare a business case report as justification for any rejection of garda staffing of administrative positions.</li> </ul> | A | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |
| 4.4 | The Inspectorate recommends that the Garda Síochána develops a strategic plan for maximising the operational effectiveness and contribution of the Garda Reserves. (Short term)  | A | Implemented   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Re-establish the Reserve Management Unit to provide a central point of contact and coordination.</li> <li>• Provide training for all staff on the role, responsibility and use of the Reserve. (Medium term)</li> <li>• Establish a reserve command structure with consistent reporting and assignment frameworks for all Reserve members.</li> <li>• Create a skills inventory for all reserves.</li> <li>• Provide PALF performance reviews for reserves and opportunities for development through the same programmes provided to full-time members. (Medium term)</li> </ul>   |   |   |
| 4.5 | <p>The Inspectorate recommends that the Garda Síochána creates a single HRM Directorate. (Short term)</p> <p>To support the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Empower the Executive Director with the authority to drive the change programme to deliver modern HR practices.</li> <li>• Amalgamate the garda staff and garda member HRM functions.</li> <li>• Co-locate HRM personnel where possible.</li> <li>• Release the Chief Superintendent HRM to operational duties.</li> <li>• Devolve HR decision-making to the lowest appropriate level.</li> <li>• Establish clear policies delineating the specific roles and responsibilities of devolved HRM units.</li> <li>• Provide HR business support at the most appropriate level.</li> </ul> | A | <p>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.</p> |
| 4.6 | <p>The Inspectorate recommends that the Garda Síochána finalises the integration of member and garda staff reporting structures as required under the terms of the Public Service Pay and Reform (Croke Park)</p>   | A | <p>This is part of the action plan for implementation of the report of the Commission of the Future of Policing</p>   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | Agreement 2010-2014 and the Garda Transformation Agenda, as a matter of priority. (Short term)  |    | in Ireland and will be subject to further monitoring.  |
| 4.7 | <p>The Inspectorate recommends that the Garda Síochána works with the Public Appointments Service to develop a strategic plan for ensuring efficient and effective recruitment practices to attract a diverse range of high quality candidates. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Review the member applicant pool to identify the education, skills and abilities that contribute to successful entry and completion of the foundation training programme.</li> <li>• Develop a more efficient member application process, including rolling applications.</li> <li>• Review the current process for recruitment of garda staff.</li> <li>• Develop a retention strategy for those selected and awaiting a start date, in order to reduce the attrition rate.</li> <li>• Develop a proactive recruitment process for Reserve members, particularly those from diverse communities.</li> </ul> | 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. |
| 4.8 | <p>The Inspectorate recommends that the Garda Síochána considers establishing an entry and training scheme for officers from other police services, garda staff and reserves as full-time garda members. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Assess the benefits of appointing Irish nationals and other EU Member State nationals, serving in other police services that have standards similar to those of the Garda Síochána.</li> </ul>  | AM | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring.  |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|      | <ul style="list-style-type: none"> <li>Develop a suitable, abridged training course to take into account the skills of successful candidates.</li> </ul>   |    |             |
| 4.9  | <p>The Inspectorate recommends that the Garda Síochána establishes new promotion and selection processes that are perceived as fair and transparent. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>Implement a tenure policy to encourage rotation and development of staff.</li> <li>Establish specific knowledge, skills and abilities criteria for positions.</li> <li>Improve information about the selection processes, key skills and competencies being sought for the position and how the testing process assesses these.</li> <li>Provide training and skills development for potential candidates in key competencies as well as in test preparation and study practices.</li> <li>Institute pre-interview filtering to ensure that interviewees are skilled, talented personnel suitable to the position.</li> <li>Assessment boards should be comprised of members who are no more than two grades or ranks above the competition level.</li> <li>Introduce a declaration process for both candidates and members of selection boards to identify personal associations or any conflicts with those being assessed.</li> <li>Introduce an organisational review of the testing outcomes to ensure that performance development and training are addressed.</li> <li>Ensure that the default position for promotion assignment is an operational post.</li> </ul> | AM | Implemented |
| 4.10 | <p>The Inspectorate recommends that the Garda Síochána develops a modern, supportive employee assistance strategy and service with access to professionally trained counsellors. (Medium term)</p>   | A  | Implemented |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

|      |  |   |   |
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|      | <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Engage in proactive outreach programmes and CPD training to support members in maintaining healthy practices.</li> <li>• Ensure that all levels of supervisors are provided with awareness training to identify those in need of support and how to refer them for assistance.</li> <li>• Provide for a mandatory debrief following traumatic incidents, as defined by policy.</li> </ul>   |   |   |
| 4.11 | <p>The Inspectorate recommends that the Garda Síochána develops a clear, comprehensive attendance management policy to reduce the number of working days lost. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Engage with key stakeholders including staff associations, unions, management and the Chief Medical Officer.</li> <li>• Develop a system to provide accurate attendance management data for both members and garda staff.</li> <li>• Develop a health and well-being programme for all employees.</li> <li>• Establish clear responsibilities and local support for supervisors for ensuring the well-being of members and garda staff.</li> <li>• Establish routine audits of absence records, particularly for uncertified absences.</li> </ul> | A | Implemented   |
| 4.12 | <p>The Inspectorate recommends that the Garda Síochána develops and implements a policy to reduce the number of people on limited duty or reduced hours with a view to facilitate their return to full duty. (Medium term)</p>   | A | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|      | <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Define the full range of duties and capabilities needed to perform as a member.</li> <li>• Establish guidelines regarding length of duration for limited duty functions.</li> <li>• Review whether members in the reduced hour's category should be classified as full duty.</li> <li>• Develop centralised management and oversight of members on limited or reduced duties.</li> <li>• Conduct regular reviews by the Chief Medical Officer of all members on light or reduced duty for determination of reasonable prognosis to return to full duty.</li> </ul> |    |   |
| 4.13 | <p>The Inspectorate recommends that the Garda Síochána establishes and implements one performance management system for all members and garda staff. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Central monitoring to ensure consistency and fairness of evaluation and in the application of sanction.</li> <li>• Ensure that clear sanctions are in place to address all levels of underperformance, up to and including dismissal.</li> <li>• Consider an external evaluation of the new process.</li> </ul>   | AM | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |
| 4.14 | <p>The Inspectorate recommends that the Garda Síochána Head of Training has responsibility for all aspects of training in the Garda Síochána, reporting directly to the Executive Director Human Resources and People Development. (Short term)</p>   | A  | Implemented   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|      | To support the above recommendation, the following key action needs to be taken:<br><ul style="list-style-type: none"> <li>Allocate a ring-fenced budget to the Garda College for training.</li> </ul>  |    |             |
| 4.15 | The Inspectorate recommends that Human Resource Management in the Garda Síochána establishes a Training Governance Committee with full authority, decision making capacity and representation from key units in the organisation, as well as external expertise. (Short term) | AM | Implemented |
| 4.16 | The Inspectorate recommends that the Garda Síochána conducts a training needs analysis annually and uses this process when new legislation or significant changes in policy or procedures are introduced. (Short term)  | A  | Implemented |
| 4.17 | The Inspectorate recommends that the Garda Síochána conducts a review of Phase I training with a view to reducing the duration of the foundation programme. (Medium term)   | R  | Rejected    |
| 4.18 | The Inspectorate recommends that the Department of Justice and Equality, in conjunction with the Garda Síochána, provides for annual sequenced recruitment of new gardaí to allow sufficient time between recruit groups. (Short term)  | A  | Implemented |
| 4.19 | The Inspectorate recommends that the Garda Síochána establishes a garda staff induction training programme. (Medium term)   | A  | Implemented |
| 4.20 | The Inspectorate recommends that the Garda Síochána provides pre-promotional training to all personnel prior to placement in their new roles. (Short term)  | R  | Rejected    |
| 4.21 | The Inspectorate recommends that the Garda Síochána establishes a programme of ongoing CPD for all garda personnel. (Medium term)<br><br>To achieve this recommendation, the following key actions need to be taken:  | A  | Implemented |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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|     | <ul style="list-style-type: none"> <li>The recommended Training Governance Committee should determine the priorities for the CPD programme.</li> <li>Consider new ways to deliver CPD, including through distance-based learning and regional training facilities.</li> <li>HRM should hold all training record.</li> </ul>   |    |  |
| 5.1 | The Inspectorate recommends that the Department of Justice and Equality convenes a group comprising the Garda Síochána and the Department of Public Expenditure and Reform and the impending Policing Authority to review the Garda budget negotiation and allocation process, to enable a more comprehensive explanation and appropriate detailed negotiation of the financial strategy and resource needs of the organisation. (Short term) | AM | Implemented  |
| 5.2 | The Inspectorate recommends that the Department of Public Expenditure and Reform provides a multi-annual indication of the proposed garda budget to facilitate improved strategic planning. (Short term)  | 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. |
| 5.3 | <p>The Inspectorate recommends that the Garda Síochána reviews the procurement process to ensure that all possible efficiencies are made. (Short term)</p> <p>To achieve the above recommendation, the following key action needs to be taken:</p> <ul style="list-style-type: none"> <li>Consider the scope for contract re-negotiation in each service, subject to procurement.</li> </ul>  | A  | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring.  |
| 5.4 | The Inspectorate recommends that the Department of Justice and Equality brings forward legislation to provide that promoters of private events pay full cost recovery for the policing of events. (Medium term)   | A  | Implemented  |



*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

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| 5.5 | The Inspectorate recommends that the Garda Síochána, in conjunction with the Department of Justice and Equality and the Department of Public Expenditure and Reform establishes a process to regularly review all cost recovery sources and ensure the fees payable are proportionate to the level of service provided. (Short term) | A | This is not yet implemented. As it is addressed in recommendation in a subsequent Inspectorate report (2020 Countering the Threat of Internal Corruption Recommendation 22), no further monitoring will take place for this recommendation |
| 5.6 | The Inspectorate recommends that the Garda Síochána explores opportunities to develop income generation from the external use of the Garda College. (Medium term)  | R | Rejected   |
| 5.7 | The Inspectorate recommends that the Department of Public Expenditure and Reform reviews the budget process for financing of garda pensions and considers the feasibility of transferring the Garda Pension Scheme to Vote 12 - Superannuation and Retired Allowances in line with other government bodies. (Short term)             | 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.   |
| 5.8 | The Inspectorate recommends that the Garda Síochána analyses data from recently finalised compensation claims and the implementation of the AVLS system and body cameras to identify areas of risk with the aim of reducing injury claims. (Short term)  | A | The core elements of the recommendation have not been addressed and no work is ongoing. As the recommendation has not been addressed and due to the extended passage of time, it will not be subject to further monitoring.                |
| 5.9 | The Inspectorate recommends that the Garda Síochána conducts a formal review of the Approved Body Repair Network programme to ensure anticipated efficiency and financial savings are achieved and repairs are commensurate with the anticipated value of the vehicle. (Medium term)   | A | Implemented  |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

|      |   |   |   |
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| 5.10 | The Inspectorate recommends that the Garda Síochána ensures effective supervision of fuel purchases and enhanced governance of the fuel programme. (Short term)   | A | Implemented   |
| 5.11 | The Inspectorate recommends that the Garda Síochána regularly conducts an in-depth priority-based budgeting approach to ensure that resources are being applied in alignment with the policing plan and Ministerial priorities. (Medium term)   | A | While this recommendation is not yet implemented, action is ongoing. As such, it will be subject to further monitoring. |
| 5.12 | The Inspectorate recommends that the Garda Síochána implements an electronic format and processing system to create efficiencies in processing requests for all building maintenance projects. (Medium term)  | A | Implemented   |
| 5.13 | <p>The Inspectorate recommends that the Garda Síochána develops a transport strategy for the garda fleet. (Medium term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p> <ul style="list-style-type: none"> <li>• Procurement processes should provide for expenditure limits rather than single procurements tied to the current sanction.</li> <li>• Sanction should be sought from the Department of Public Expenditure and Reform for a multi-year budget forecast for vehicles.</li> <li>• Improve management of vehicles.</li> <li>• Ongoing review across the organisation for efficiency in vehicle rotation.</li> <li>• Increase the allocation of marked vehicles to ensure balance of operational need and visibility.</li> </ul> | A | Implemented   |
| 5.14 | <p>The Inspectorate recommends that the Garda Síochána reviews the current uniform for practicality, suitability and visibility. (Short term)</p> <p>To achieve the above recommendation, the following key actions need to be taken:</p>   | A | Implemented   |

*Implementation Update of the Recommendations Contained in the Eleventh Report of the Garda Síochána Inspectorate  
Changing Policing in Ireland 2015*

|      |  |   |             |
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|      | <ul style="list-style-type: none"> <li>• Re-invigorate the joint labour/management Uniform Committee and its role in uniform decisions.</li> <li>• Ensure that operational personnel are provided with the opportunity to have direct input on uniform recommendations.</li> <li>• Develop an internal communications strategy to keep personnel apprised of items reviewed, why views or suggestions are not being taken on board, items field tested and the outcomes of the reviews and testing.</li> </ul> |   |             |
| 5.15 | The Inspectorate recommends that the Garda Síochána evaluates uniform options for garda staff, particularly for those garda staff serving in positions that would benefit from the public identifying them as a representative of the Garda Síochána. (Short term)   | R | Rejected    |
| 5.16 | The Inspectorate recommends that the Garda Síochána issues a standard name badge to be worn by all uniform garda members and by garda staff who meet with the public. (Short term)   | R | Rejected    |
| 5.17 | The Inspectorate recommends that the Garda Síochána establishes an ICT Governance Committee to develop an ICT strategy and ensure alignment with the corporate priorities. (Short term)  | A | Implemented |