

# An Garda Síochána



***Garda Action Plan***  
*for the implementation of the*  
***Garda Human Rights Audit Report***

## Garda Human Rights Initiative: Police and Human Rights Beyond 2000

- Timeframes amended on 31/6/2006

## • Commissioner's Introduction

Developing and delivering Garda services which promote and protect the *common good*, while respecting human dignity and autonomy, and protecting the human rights of every person, underpins An Garda Síochána's commitment to our diverse public. As part of my pledge to the ongoing modernisation of An Garda Síochána, in accordance with the above principles, I am prioritising the Garda Human Rights Initiative and the implementation of the Garda Human Rights Audit for action.



A key element of this improvement initiative, which has made substantial progress since its inception in 1999, is the auditing of An Garda Síochána's structures, high level policies, processes and strategic behaviours for human rights compliance. The Audit, carried out by Ionann Management Consultants on behalf of An Garda Síochána, was based on the Council of Europe's audit framework "*Policing in a Democratic Society – Is your police service a human rights champion?*" ([www.coe.int](http://www.coe.int)). The Audit Report, which I welcome very much, is published on the Garda website ([www.Garda.ie](http://www.Garda.ie)). It makes significant and valuable recommendations for improvement.

This Action Plan represents my commitment to the full implementation of the recommendations of the Audit Report which comes within the competence of An Garda Síochána. The implementation of this Action Plan coincides with the implementation of the Garda Corporate Strategy 2005 – 2007, and will form an integral part of that strategy.

The Garda Corporate Strategy 2005 – 2007 explicitly recognises the changing nature and increasing diversity of Irish society. Consequently, building the capability of An Garda Síochána to deliver professional policing services to our increasingly diverse communities has been elevated to strategic goal level.

This Action Plan prioritises five strategic areas for significant improvement:

1. Developing a comprehensive human rights ethos, structure and capability within An Garda Síochána;
2. Promotion and development of a human rights compliant accountability framework;
3. Building Garda capability to promote and protect human rights in operational policing activities;
4. Garda staff engagement, training and development; and
5. Community engagement, involvement and partnership.

Clear objectives and actions points, which concur with the recommendations in the Human Rights Audit Report, are included for each strategic priority area. In addition, necessary structural developments are set out and appropriate senior Garda and expert civilian personnel will have responsibility for progressing each of the priorities and objectives within the timelines and milestones shown.

I am satisfied that this significant Action Plan will lead to the range and type of developments which I and the auditors envisage, and which our communities and government expect.

Noel Conroy  
Commissioner  
April 2005

<b>PRIORITY AREA 1: DEVELOPING AND UNDERPINNING A COMPREHENSIVE HUMAN RIGHTS ETHOS AND STRUCTURE</b>					
<b>Objective</b>	<b>Actions</b>	<b>Action By</b>	<b>Lead Responsibility</b>	<b>Start Date/ Milestone Dates</b>	<b>Finish Date</b>
1.1 Establish a management and organisational structure capable of driving forward the implementation of the Garda Human Rights Initiative and the recommendations of the Audit Report	1. Designate responsibility for the implementation of the Commissioner's Action Plan to an officer of Commissioner rank	Garda Commissioner	Garda Commissioner	1 <sup>st</sup> April 2005 <b>REVIEW</b> 16 <sup>th</sup> May 2005	29 <sup>th</sup> July 2005
1.2 Establish a Garda Strategic Human Rights Advisory Committee	1. Agree composition of the Committee and set terms of reference.	Assistant Commissioner, Human Resource Management	Garda Commissioner	1 <sup>st</sup> April 2005 <b>REVIEW</b> 15 <sup>th</sup> May 2005	29 <sup>th</sup> July 2005
1.3 Strengthen and enhance the mandate and capability of the Garda Human Rights Office and the Garda Racial and Intercultural Office	1. Determine purpose and strategic contributions of each office 2. Provide additional fulltime professionally qualified staff 3. Clarify areas of common interest; align and integrate effort	Assistant Commissioner, Human Resource Management	Assistant Commissioner, Human Resource Management	1 <sup>st</sup> April 2005 <b>REVIEW DATES</b> <b>Actions 1 &amp; 2:</b> 01/07/06 03/09/06 <b>Action 3:</b> 01/07/06	28 <sup>th</sup> October 2006
1.4 Conduct a human rights impact assessment on all current policies and operational procedures to ensure human rights compliance	1. Develop assessment templates 2. Train staff in assessment techniques 3. Conduct impact assessments 4. Review and signoff	Assistant Commissioner, Human Resource Management	Garda Commissioner	1 <sup>st</sup> April 2005 <b>REVIEW DATES</b> <b>Action 1:</b> 31/07/06 <b>Action 2:</b> 31/10/06 <b>Action 3:</b> 30/04/07 <b>Action 4:</b> 31/07/07	1 <sup>st</sup> September 2007

<b>PRIORITY AREA 2: PROMOTION OF AND ACCOUNTABILITY FOR HUMAN RIGHTS POLICING</b>					
<b>Objective</b>	<b>Actions</b>	<b>Action By</b>	<b>Lead Responsibility</b>	<b>Start Date/ Milestone Dates</b>	<b>Finish Date</b>
2.1 Develop a Garda environment supportive of and in compliance with human rights principles and standards	<ol style="list-style-type: none"> <li>Inculcate human rights principles and standards in decision making, operations and impact assessments</li> <li>Introduce a 'whistle-blowers' charter, policies and structures to prevent human rights abuses</li> <li>Link human rights competence to career progression</li> </ol>	Assistant Commissioner, Human Resource Management	Garda Commissioner	1st July 2005 <u>REVIEW DATES</u> <i>Action 1:</i> 30/09/05 31/12/05 31/03/06  <i>Action 2:</i> 31/12/05 30/06/06  <i>Action 3:</i> 31/12/05 30/09/06	31 <sup>st</sup> Dec 2006
2.2 Develop effective mechanism for consultation, promotion and dissemination of human rights information and developments both internally and externally	<ol style="list-style-type: none"> <li>Develop consultation mechanisms and protocols to inform staff, Garda managers and the public of human rights developments and standards</li> <li>Engage with staff and communities to inform them of developments and to build human rights knowledge and competence</li> <li>Work to ensure certainty requirements and expectations.</li> </ol>	Garda Strategic Human Rights Advisory Committee  <u>and</u> Assistant Commissioner, Human Resource Management	Assistant Commissioner, Human Resource Management	1st July 2005 <u>REVIEW DATES</u> <i>Action 1:</i> 31/06/06 31/10/06  <i>Action 2:</i> 30/09/06  <i>Action 3:</i> 30/09/06	31st December 2006
2.3 Respect and Protect the Human Rights of those persons subject to Garda powers.	<ol style="list-style-type: none"> <li>Integrate human dignity and rights, principles and standards in all aspects of Garda training</li> <li>Ensure that all Garda operations are audited for human rights compliance</li> <li>Implement the recommendations of the Council of Europe Committee for the Prevention of Torture</li> <li>Develop quality assurance standards for the management and improvement of high risk policing processes – arrest, search, use of force and firearms, etc</li> </ol>	Garda Strategic Human Rights Advisory Committee  <u>And</u> Assistant Commissioner, Human Resource Management	Assistant Commissioner, Human Resource Management	1st April 2005 <u>REVIEW DATES</u> <i>Action 1:</i> 30/09/05 31/12/05 31/03/06 30/06/06  <i>Action 2:</i> 30/09/05 31/01/06 31/05/06 29/09/06  <i>Actions 3 &amp; 4:</i> 31/12/05 30/06/06 30/09/06	31st December 2006

<b>PRIORITY AREA 3: POLICING IN A DIVERSE COMMUNITY</b>					
<b>Objective</b>	<b>Actions</b>	<b>Action By</b>	<b>Lead Responsibility</b>	<b>Start Date/ Milestone Dates</b>	<b>Finish Date</b>
3.1 Identify and tackle factors which facilitate institutional racism	<ol style="list-style-type: none"> <li>1. Revise performance standards to prohibit racist or discriminatory language/behaviour as a serious disciplinary offence.</li> <li>2. Devise systems for using our IT capability to monitor the impact of Garda powers in relation to people in different communities.</li> <li>3. Analyse trend data so that any disproportionality can be identified.</li> <li>4. Incorporate impact assessment protocols at street level, tactical management and strategic levels.</li> <li>5. Incorporate impact assessment findings for policy development and competency development.</li> </ol>	<p>Garda Strategic Human Rights Advisory Committee</p> <p><u>And</u></p> <p>Assistant Commissioner, Strategy and Services</p> <p><u>And</u></p> <p>Assistant Commissioner Human Resource Management</p>	Assistant Commissioner, Human Resource Management	<p>1st April 2005</p> <p><b><u>REVIEW DATES</u></b></p> <p><i>Action 1:</i> 30/06/06</p> <p><i>Action 2:</i> 31/10/05 30/06/06</p> <p><i>Actions 3, 4 5</i> 31/01/06 30/6/06</p>	31 <sup>st</sup> July 2006
3.2 Deal robustly with racist crime and protect vulnerable communities	<ol style="list-style-type: none"> <li>1. Support the existing system for dealing with racially motivated crimes through training for staff to ensure it is properly deployed</li> <li>2. Devise initiatives, including wide publicity campaigns, to encourage people to report racially motivated crimes and/or incidents.</li> <li>3. Construct and agree formal deliberation and consultation process with indigenous and ethnic communities at divisional level to build trust and confidence.</li> </ol>	<p>Garda Strategic Human Rights Advisory Committee</p> <p><u>And</u></p> <p>Assistant Commissioner, Strategy and Services</p>	Assistant Commissioner, Human Resource Management	<p>1st July 2005</p> <p><b><u>REVIEW DATES</u></b></p> <p><i>Action 1:</i> 31/12/05 30/09/06</p> <p><i>Action 2:</i> 31/03/06 30/09/06</p> <p><i>Action 3:</i> 30/09/05 31/03/06 30/09/06</p>	31st December 2006

<b>PRIORITY AREA 4: STAFF ENGAGEMENT, TRAINING AND DEVELOPMENT</b>					
<b>Objective</b>	<b>Actions</b>	<b>Action By</b>	<b>Lead Responsibility</b>	<b>Start Date/ Milestone Dates</b>	<b>Finish Date</b>
4.1 Protect the human rights of all Garda staff	<ol style="list-style-type: none"> <li>Engage an outside expertise to review existing Equality and Anti-Bullying policies and procedures.</li> <li>Enhance internal procedures to prevent breaches of staff human rights.</li> <li>Identify and establish support mechanisms for staff who are subject to human rights breaches.</li> </ol>	Assistant Commissioner, Human Resource Management	Assistant Commissioner, Human Resource Management	1st April, 2005 <u><b>REVIEW DATES</b></u> <i>Action 1:</i> 30/06/06  <i>Action 2:</i> 30/01/06  <i>Action 3:</i> 30/09/06	31 <sup>st</sup> Oct 2006
4.2 Deliver Enhanced Human Rights, Diversity and Ethics Training	<ol style="list-style-type: none"> <li>Deliver human rights and diversity training to senior managers as a priority.</li> <li>Build on the existing good practice and further develop human rights and diversity training for all staff.</li> <li>Engage with our community stakeholders in developing action oriented diversity training.</li> </ol>	Garda Strategic Human Rights Advisory Committee	Assistant Commissioner, Human Resource Management	30th June 2005 <u><b>REVIEW DATES</b></u> <i>Action 1:</i> 31/12/05 30/06/06 31/12/06 30/06/07  <i>Action 2:</i> 31/12/05 30/06/06 31/12/06  <i>Action 3:</i> 30/06/06 31/12/06	30th June 2007
4.3 Encourage the recruitment, retention and progression of a more diverse Garda service	<ol style="list-style-type: none"> <li>Identify obstacles members of minority ethnic groups face when considering a career in An Garda Síochána.</li> <li>Devise and implement a strategy to ensure that An Garda Síochána is universally representative to the communities we serve.</li> <li>Adopt a positive action strategy to encourage applications for employment from diverse communities.</li> </ol>	Garda Strategic Human Rights Advisory Committee  <u>And</u>  Assistant Commissioner, Human Resource Management	Assistant Commissioner, Human Resource Management	2 <sup>nd</sup> May 2005 <u><b>REVIEW DATES</b></u> <i>Action 1:</i> 31/08/05  <i>Action 2:</i> 30/12/05 31/03/06 29/09/06  <i>Action 3:</i> 30/12/05 30/06/06 29/12/06	31st March 2007

<b>PRIORITY AREA 5: COMMUNITY ENGAGEMENT, INVOLVEMENT AND PARTNERSHIP</b>					
<b>Objective</b>	<b>Actions</b>	<b>Action By</b>	<b>Lead Responsibility</b>	<b>Start Date/ Milestone Dates</b>	<b>Finish Date</b>
5.1 Develop effective consultation and deliberation mechanisms with 'at risk' and vulnerable communities to enhance community safety and enhance community confidence.	<ol style="list-style-type: none"> <li>1. Use the conclusions of the Garda National Consultation process as a platform for developing future engagement with communities.</li> <li>2. Use liaison networks to build relationships with ethnic communities.</li> <li>3. Monitor ethnic communities' satisfaction levels with the Garda service provided.</li> </ol>	<p>Garda Strategic Human Rights Advisory Committee</p> <p><u>And</u></p> <p>Assistant Commissioner, Strategy and Services</p>	Assistant Commissioner, Human Resource Management	<p>1st April, 2005</p> <p><b>REVIEW DATES</b></p> <p><b>Action 1:</b> 30/06/06 31/12/06</p> <p><b>Action 2:</b> 30/09/06 31/12/06</p> <p><b>Action 3</b> 31/12/06 31/03/07</p>	31 <sup>st</sup> March 2007
5.2 Develop a communication strategy, which incorporates human rights observance.	<ol style="list-style-type: none"> <li>1. Review the operation of the Garda Public Relations Office to enable it to take a more proactive stance to promote human rights.</li> <li>2. Conduct public awareness campaigns to inform community expectations and create certainty.</li> <li>3. Develop the Garda public safety leadership role to correct tension-creating stereotypes and hatred in communities.</li> </ol>	Garda Strategic Human Rights Advisory Committee	Assistant Commissioner, Human Resource Management	<p>1st July, 2005</p> <p><b>REVIEW DATES</b></p> <p><b>Action 1:</b> 31/12/05 31/03/06</p> <p><b>Action 2:</b> 30/09/05 31/12/05 31/03/06</p> <p><b>Action 3:</b> 31/10/05 31/03/06 30/06/06</p>	30th June 2006
5.3 Develop ways to overcome language barriers.	<ol style="list-style-type: none"> <li>1. Publish more information in the main minority languages spoken in Ireland.</li> <li>2. Establish and accredit a network of interpreters who will be trusted by all concerned.</li> <li>3. Enhance the language skills of Gardaí.</li> </ol>	<p>Garda Strategic Human Rights Advisory Committee, <u>And</u></p> <p>Assistant Commissioner, Human Resource Management, <u>And</u></p> <p>Assistant Commissioner, Strategy and Services</p>	Assistant Commissioner, Human Resource Management	<p>1st July, 2005</p> <p><b>REVIEW DATES</b></p> <p><b>Actions 1, 2 and 3:</b> 30/06/06 31/12/06 30/06/07</p>	31st December 2007