

# THE FUTURE OF POLICING IN IRELAND

Key recommendations  
and principles



An Coimisiún um Thodhchaí na Póilíneachta in Éirinn  
Commission on the Future of Policing in Ireland

# KEY RECOMMENDATIONS AND PRINCIPLES

For ease of reference the key recommendations of the Commission are grouped below by principle.

## FIRST PRINCIPLE

### Human Rights are the foundation and purpose of policing.

#### RECOMMENDATION 1

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We recommend that legislation defining police powers of arrest, search and detention should be codified, with statutory codes of practice. (Ch. 3 para. 4)

#### RECOMMENDATION 2

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An Garda Síochána should develop a comprehensive strategy for human rights compliance and promotion. (Ch. 3 para. 6)

- › A Human Rights Unit should be established at a high level within the police service. The Unit, which would include legal expertise, would implement and monitor the strategy and continue to develop it with the aim of providing ever better human rights protection. (Ch. 3 para. 6)
- › Human rights training should be both the starting point of the recruit course and a theme running through every aspect of it. Periodic in-service training should be given to all gardaí on human rights matters. All training materials should be reviewed and adapted to ensure that they are consistent with human rights law. (Ch. 3 para. 7)
- › Non-sworn personnel should have sufficient understanding and training to allow them to carry out their work in a way that is consistent with human rights principles. (Ch. 3 para. 7)

#### RECOMMENDATION 3

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PCSOC should have a human rights adviser to assist it in assessing policing compliance with human rights obligations. (Ch. 3 para. 6)

#### RECOMMENDATION 4

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Human rights training should be made available to members of the policing governance and oversight bodies. (Ch. 3 para. 7)

## SECOND PRINCIPLE

# Policing and national security are not the responsibility of the police alone.

### RECOMMENDATION 5

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Effective multi-disciplinary approaches must be in place between the police and other public agencies and services, both at national and local level.

- › At the local level, policing partnerships should include the business community, voluntary organisations, faith-based groups, schools and others who can contribute to community safety. (Ch. 2 para. 9)
- › Other departments, agencies and bodies with a function in policing, community safety and harm prevention should develop Joint Strategic Plans with An Garda Síochána. These should be submitted to the Cabinet Sub-Committee on Justice and Equality each year. (Ch. 4 para. 9)
- › Crisis Intervention Teams should be established at divisional level, with round the clock response capabilities to serve every part of the country. (Ch. 4 para. 12, Ch. 17 para. 11)
- › Colocation of emergency social services and police should be considered wherever appropriate. (Ch. 4 para. 14)
- › The Cabinet sub-committee responsible for justice matters should hold at least two meetings a year focused on community safety. (Ch. 4 para. 15)
- › Cooperation between agencies in the criminal justice system should be put on a more comprehensive and formal footing. (Ch. 7 para. 5)
- › Dedicated funding should be provided to promote a shared platform for timely and effective information sharing between agencies in the criminal justice system. (Ch. 7 para. 5)

### RECOMMENDATION 6

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We recommend that there should be new legislation – a Policing and Community Safety Act – redefining policing and the role of the police service and other state agencies in harm prevention. (Ch. 4 para. 8)

### RECOMMENDATION 7

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We recommend the immediate creation of a national centre for intelligence collation and analysis (Strategic Threat Analysis Centre – STAC), situated centrally within government. (Ch. 10 para. 7)

STAC should be headed by a National Security Coordinator, answering directly to the Taoiseach. (Ch. 10 para. 11)

We recommend the formulation of an updated and comprehensive National Cyber Security Strategy (Ch. 10 para. 5) and The National Cyber Security Centre should answer to the National Security Coordinator. (Ch. 10 para. 12)

### RECOMMENDATION 8

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We recommend that An Garda Síochána's security and intelligence capability must be strengthened, in particular by means of a ring-fenced budget provision and an ability to recruit specialist expertise – analytical, technological and legal – directly and quickly. (Ch.10 para.9)

## THIRD PRINCIPLE

# Accountability and oversight structures for policing should be clear and effective.

### RECOMMENDATION 9

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An Independent Examiner of terrorist and serious crime legislation should be established based on the model used in the United Kingdom. The Independent Examiner should report to the Taoiseach. (Ch. 11 paras. 3 and 5)

The Independent Examiner could also act as an adjudicator to consider requests for information from policing oversight bodies which have been rejected in whole or in part by the police on the grounds of national security, and where the oversight bodies wish to appeal that decision. (Ch. 11 para. 4)

We see a need for a comprehensive review of the legislative framework within which police and other agencies operate in the area of national security. (Ch. 11 para. 2)

### RECOMMENDATION 10

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We recommend an enhanced regular programme of engagement between An Garda Síochána and the Joint Oireachtas Committee on Justice and Equality. This could involve quarterly meetings between senior Garda leadership and the Committee, with questions submitted in advance. (Ch. 12 para. 2)

### RECOMMENDATION 11

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The role of the Department of Justice and Equality in respect of policing should be threefold – transparent and timely communication of information required in the public interest, structural oversight of the police and policing oversight bodies, and the development of policing and security policy. The Department should not be involved in the internal management of the police organisation. (Ch. 12 para. 7)

The police budget should be properly costed and presented in a multi-annual framework. Understanding how much is being spent on policing and what outcomes are being achieved should be an essential aim of political accountability. (Ch. 12 para. 9)

The Garda Commissioner, not the Department of Justice and Equality, should have the lead responsibility for the police organisation in determining pay and conditions within the parameters of public sector pay policy. (Ch. 12 para. 10)

### RECOMMENDATION 12

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We propose the establishment of a new Policing and Community Safety Oversight Commission (PCSOC), to supersede the Policing Authority and the Garda Inspectorate, with a core function to promote interagency working and scrutinise the role of all agencies as they affect community safety: (Ch. 13 para. 1)

- › Members of PCSOC should be appointed by Government, after nomination through an independent process and approval by the relevant Oireachtas committee. The total number of members should be an odd number not exceeding 11. Members should serve fixed terms of four years, renewable once. (Ch. 13 paras. 11 and 12)

- › PCSOC should have powers to scrutinise policing delivery, standards and practice in support of professional policing and to drive improvements in community safety, transparency, empowerment of local communities, promotion of interagency cooperation and innovation in policing practice. (Ch. 13 para. 13)
- › It would have power to carry out inspections, to influence data quality and integrity and to require the Commissioner to submit reports on policing services for the purpose of carrying out assessments and inspections. It would also provide input to the process of approval of policing priorities, strategies and annual plans. (Ch. 13 para. 13, Ch. 6 para. 10)
- › PCSOC should develop local accountability structures to function effectively, build capacity for participation by community stakeholders, set standards for their operation and evaluate their performance. (Ch. 13 para. 9)

### **RECOMMENDATION 13**

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We recommend that GSOC should be superseded by a new independent complaints body. The new body should have a new name, making it clear that is not part of An Garda Síochána – perhaps the Independent Office of the Police Ombudsman (IOPO). (Ch. 14 para. 7)

- › While the budget would continue to be agreed with the Department, the head of the body should be the accounting officer. (Ch. 14 para. 7)
- › An underlying principle of IOPO's work should be that it investigates incidents rather than individuals, so as to find fault where appropriate, identify what needs to be learned, and make recommendations for change as required. (Ch. 14 paras. 8 and 12)
- › IOPO should investigate all complaints which raise serious issues about standards of policing or police integrity itself, without recourse to Garda investigators, and should be adequately resourced to do so, with appropriately experienced investigators. (Ch. 14 para. 9)
- › Incidents which would not be appropriately addressed by the performance management process should be referred to IOPO even where there has been no complaint from the public. (Ch. 14 para. 10)
- › IOPO's remit should be expanded to include complaints relating to incidents involving non-sworn personnel of An Garda Síochána as well as sworn police. (Ch. 14 para. 11)
- › IOPO's remit should continue to include the investigation of allegations of criminal behaviour against retired or resigned members. The investigation of incidents relating to former staff which do not involve alleged criminal behaviour should also be addressed in its remit. (Ch. 14 para. 11)
- › To further enhance the oversight of IOPO the Commission recommends that the new legislation should examine the expansion of the current scope of the judicial inquiry process contained in the Garda Síochána Act 2005 to include an inquiry into the processes and procedures of the complaints body (IOPO). (Ch. 14 para. 16)

### **RECOMMENDATION 14**

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The current system of discipline should be reviewed. (Ch. 14 para. 20)

- › Disciplinary action should not be the recourse for all cases where behaviour is found not to have reached the appropriate standards. Some cases may call for guidance, advice or training rather than discipline. Some may call for a greater understanding of the Code of Ethics. An Garda Síochána should treat all such complaints as part of a continuous performance management process. (Ch. 14 para. 19)

- › Under our proposals, cases will either be handled as performance management issues or investigated by IOPO. The role of the future Regulations will be to define and categorise failures to comply with policing standards and outline appropriate sanctions. (Ch. 14 para. 20)
- › There should be a dedicated unit within An Garda Síochána to reinforce the organisation's commitment to addressing indiscipline and to liaise with IOPO on matters requiring internal follow up. (Ch. 14 para. 20)
- › All complaints should be documented, and remedial actions taken should be recorded in a database accessible to IOPO. (Ch. 14 para. 22)

### **RECOMMENDATION 15**

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Inquests should be mandatory following a death in garda custody. (Ch. 7 para. 8)

## **FOURTH PRINCIPLE**

### **Internal governance must be strong and efficient.**

#### **RECOMMENDATION 16**

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The Commissioner must be a true Chief Executive with full responsibility for the human, financial and other resources of the organisation. (Ch. 15 paras. 2 and 6)

- › The Commissioner should have the power to appoint the members of his or her own leadership team, whether sworn or non-sworn, and whether from inside the Garda organisation or brought in from outside it. (Ch. 15 para. 3)
- › All members of the senior leadership team, sworn and non-sworn, should have renewable three- to five-year contracts. (Ch. 15 para. 4)
- › The management of the appointments and promotions processes which are currently within the remit of the Policing Authority should move to An Garda Síochána, under the oversight of the new Board. They should be managed transparently and in line with common practice in the public sector. (Ch.15 para. 4)
- › Management of the police estate, and the budget to maintain it, should be placed under the control of the Garda Commissioner. (Ch. 15 para. 5)
- › The operational independence of the Garda Commissioner should be made explicit in legislation. (Ch. 15 para. 7)

#### **RECOMMENDATION 17**

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An Garda Síochána should have a statutory board to strengthen the internal governance and management of the police organisation: (Ch. 16 para. 3)

- › The Board should help the Commissioner to reorganise the police, develop corporate strategy and annual planning, run an efficient and adaptive organisation with several thousand people and a large budget, and lead it into the future, taking advantage of state of the art management ideas and processes. (Ch. 16 para. 4)

- › Its membership should follow from its function, and include senior people from the business and professional sectors with relevant expertise. It should have an independent, non-executive chairperson, appointed by government following an appropriate, open process. (Ch. 16 para. 4)
- › The Board should have appropriate Secretariat support to enable it to discharge its functions. The chairperson should have the direct support of a senior full-time position. (Ch. 16 para. 4)

### **RECOMMENDATION 18**

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We recommend the urgent introduction of streamlined processes for decision making and procurement approvals within An Garda Síochána. (Ch. 25 para. 6)

## **FIFTH PRINCIPLE**

### **Police duties should be clearly defined and resources deployed accordingly.**

#### **RECOMMENDATION 19**

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The prevention of harm should be explicitly identified as a core objective of policing. (Ch. 4 para. 3)

#### **RECOMMENDATION 20**

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We recommend that all non-core duties should be reassigned to other agencies: (Ch. 9 para. 6)

- › All prosecution decisions should be taken away from the police. The practice of police prosecuting cases in court should also cease. (Ch. 7 para. 6)
- › We support calls to reform the coroner system so that gardaí no longer perform functions in connection with inquests. (Ch. 7 para. 8)
- › In the case of court security, there should be scope to relieve Gardaí of duties which do not require police powers and the Courts Service should make their own arrangements for serving summonses. (Ch. 9 para. 5)
- › The Prison Service should take responsibility for prisoner escorts, with the exception that certain prisoners judged to pose a particular danger may require a Garda presence. (Ch. 9 para. 5)
- › All remaining immigration duties should be transferred from An Garda Síochána to INIS as quickly as possible. (Ch. 9 para. 8)

## SIXTH PRINCIPLE

# An Garda Síochána should be structured and managed to support front line policing.

### RECOMMENDATION 21

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The structure of the police service should be designed with the new district policing model at its core. Divisional level assets, administration offices and specialist units, should be seen as supporting the work of the front line: (Ch. 5 para. 5, Ch. 17 paras. 2 and 4)

- › All police service personnel at district level, sworn and non-sworn, should be considered to be community police. (Ch. 5 para. 2)
- › District police should be competent, empowered, and resourced, to handle most day to day policing demands themselves and to provide a full community service. (Ch. 5 paras. 3 and 5)
- › District commanders should have a high degree of delegated authority to take decisions, and be held accountable by their superiors for their performance against the objectives in their policing plans. (Ch. 5 para. 6, Ch. 17 para. 4)
- › We recommend that sufficient numbers of adequately trained sergeants and inspectors should be deployed to address the gap in supervision of front line policing. (Ch. 5 para. 6, Ch. 17 para. 10)
- › Human resource management policies and practices around progression and promotion should be aligned with the objective of making front line work the core of policing. (Ch. 17 para. 15)
- › The district police should refer serious and complex cases to detectives or other expert units as appropriate. They should not be taken away from front line community policing to work on a major investigation. (Ch. 5 para. 4)

### RECOMMENDATION 22

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The building of genuine community partnerships should be a requirement for all Garda districts. Gardaí should be assessed for their performance in this respect, and it should be a factor in determining assignments and promotions. (Ch. 5 para. 10)

Each district commander should work collaboratively with the local policing structures and other key community groups, to develop district policing plans. (Ch. 5 para. 6)

Police members should rapidly be resourced with digital communication and workflow applications and tools, such as mobile phones or tablet-sized computers. All frontline police should be prioritised to receive officially issued phones or tablets and should be accessible via email to community and agency partners and people known to be at risk. (Ch. 21 paras. 6 and 7)

### RECOMMENDATION 23

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Divisions should be self-sufficient administrative units, with their own devolved budgets and finance and human resources teams. In effect, a division should be, for most policing purposes, a mini police service in its own right. This points to the need for a certain critical mass in terms of size and significantly fewer divisions. (Ch. 17 para. 11)



## RECOMMENDATION 24

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We propose the deletion of the six regional offices from the organisational structure, to be replaced by a small number of Assistant Commissioners at headquarters dividing the divisions between them. These Assistant Commissioners should direct resource allocation between divisions, hold the divisions to account for their performance, have command responsibility for major operations and ensure inter-divisional cooperation when necessary. (Ch. 17 para. 13)

## RECOMMENDATION 25

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Garda headquarters should be less involved in routine management of the organisation than it is now. (Ch. 17 para. 14)

A review of organisational structure by the Garda Commissioner should include a robust challenge of staffing levels in all Headquarters and support functions, and a reduction in the numbers of senior positions to management ratios in line with modern practice. (Ch. 17 para. 14)

## RECOMMENDATION 26

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A thorough, well-resourced, expertly conducted workforce plan, based on a clear operating model, should be an early priority: (Ch. 18 para. 2)

- › Police numbers, including the numbers at each rank, should be subject to regular workforce planning reviews. Personnel numbers, and the numbers required at each rank, should be based on operational requirements and should not be set in legislation. (Ch. 16 para. 8, Ch. 25 para. 8)
- › To boost numbers of front line police, An Garda Síochána should urgently accelerate the redeployment of experienced gardaí currently employed in other duties. (Ch. 18 para. 3)
- › Job specifications should be developed for all positions in the police service, clearly indicating the skills and expertise required and whether police powers are necessary for the job or not. If not, the presumption should be that a non-sworn person should occupy the position. (Ch. 18 para. 8)
- › Further recruitment to the Garda Reserve should be paused, pending the outcome of a comprehensive strategic review, examining how best to structure a reserve to meet the needs of the police service, which should recommend proposals for significant reform. Other ways of engaging the wider community in support of policing should also be examined. (Ch. 18 para. 11)

## SEVENTH PRINCIPLE

**The people of An Garda Síochána are its greatest resource.**

## RECOMMENDATION 27

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We recommend that non-sworn personnel should be recruited directly into An Garda Síochána as full members of the police service. (Ch. 18 para. 7)

They should be supported with induction and other relevant training and with a clear and appropriate framework for career progression. (Ch. 18 para. 7)

## RECOMMENDATION 28

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An Garda Síochána should reflect the diversity of Irish society:

- › The organisation should work with Irish higher education institutions to develop a Garda Access Programme, aligned with the programmes of those institutions. (Ch. 19 para. 2)
- › Non-discriminatory processes should be hardwired in the organisation from initial education and training through to effective complaints mechanisms. (Ch. 19 para. 2)
- › Reforming the current roster and introducing greater flexibility in work practices would enhance the attractiveness and job satisfaction of policing as a career and also benefit the organisation in recruiting and retaining talented and experienced individuals. There is also scope to improve how the organisation plans for the implications of maternity leave. (Ch. 19 para. 6)

## RECOMMENDATION 29

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The Commission supports recommendations to increase alternative entry routes to An Garda Síochána: (Ch. 19 paras. 7-9)

- › We agree with the Garda Inspectorate's recommendation to extend reciprocal arrangements with the PSNI to allow access to the sergeant and inspector promotional processes in both jurisdictions and with the related recommendation that reciprocal arrangements with other police services should be explored. (Ch. 19 para. 7)
- › Police officers applying to transfer to An Garda Síochána should be allowed to do so. They should not be required to undertake the full recruit foundation course, but should instead have an intensive induction course to cover Irish government, laws and practices that may differ from other jurisdictions. (Ch. 19 para. 8)
- › We agree with the recommendation of the Inspectorate that a Direct Entry Inspector programme should be developed to attract candidates with appropriate leadership and management experience from organisations outside policing. (Ch. 19 para. 9)
- › Eligibility for appointment to superintendent, chief superintendent and Assistant Commissioner should be extended to include police officers in other jurisdictions. (Ch. 19 para. 9)

## RECOMMENDATION 30

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We recommend that there should be a new Learning and Development Strategy, encompassing recruit and in-service training, and continuous professional development: (Ch. 20 para. 5)

- › The strategy should be costed and should include specific objectives to support e-learning. (Ch. 20 para. 5)
- › There should be a ring-fenced budget under the direction of an expert Director for Learning and Development, distinct from the Director of Human Resources. (Ch. 20 para. 5)
- › Training needs should be reviewed annually by a high level review group comprising senior personnel, sworn and non-sworn, and higher education training partners. (Ch. 20 para. 6)

## RECOMMENDATION 31

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We propose that recruits who already have a degree should spend a considerably shorter time at Templemore, focused mainly on learning the operational policing skills needed to progress to the second phase of work experience in Garda stations. New recruits without a degree should be sponsored by An Garda Síochána to acquire a degree-level qualification in policing studies: (Ch. 20 para. 10)

- › Recruits with prior degrees might need ‘top-up’ modules in academic content specifically relevant to policing. These modules would be delivered by higher education institutions. (Ch. 20 para. 10)
- › Prior learning and experience should be taken into account, with potential recruits being granted credits in accordance with the guidelines of the higher education institution awarding the degree. (Ch. 20 para. 10)
- › E-learning should be used ahead of the operational and tactical training at the police college. (Ch. 20 para. 12)
- › A comprehensive induction programme should be provided to all staff and new non-sworn recruits to An Garda Síochána should receive some of their induction training alongside their Garda recruit colleagues. (Ch. 20 para. 13)
- › The proportion of non-sworn teaching staff at the Garda Training College be increased. (Ch. 20 para. 13)
- › Appropriate support and supervision should be provided to recruits throughout the training and probation period and recruits should clearly demonstrate their suitability for police work before being attested with police powers. In addition, robust and straightforward systems should be in place to remove any probationary Garda who is deemed unsuitable during or at the end of their probation period (after receiving all the necessary training). (Ch. 20 para. 17)

### **RECOMMENDATION 32**

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We recommend that in-service training should be a mandatory requirement in An Garda Síochána, for which members and their managers are held accountable. (Ch. 20 para. 19)

Most in-service training should be done online unless there are well founded reasons why that is not appropriate or workable (Ch. 20 para. 20)

### **RECOMMENDATION 33**

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We recommend that An Garda Síochána should have a Continuing Professional Development (CPD) strategy, and that every member should be encouraged to have a personal CPD plan and at least annual meetings with their manager to assess their performance and competencies, identify learning and development needs, and outline career and educational objectives. (Ch. 20 para. 22)

Selection for all development opportunities should be based on an open and transparent process. (Ch. 20 para. 22)

Development programmes should be put in place to prepare Garda personnel before promotion to new management and leadership responsibilities. (Ch. 20 para. 23)

A review of strategic partnerships with higher education institutions should be carried out in the context of the development of the new Learning and Development Strategy and the robust training needs analysis we have recommended. (Ch. 20 para. 24)

Consideration should be given to secondments, transfers or temporary assignments to other police or public service organisations, or private industry, for potential candidates for high office in An Garda Síochána. More generally and at all levels, opportunities for short-term mobility between An Garda Síochána and its key partner organisations should be developed. (Ch. 20 para. 26)

### RECOMMENDATION 34

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We recommend that dedicated funding is made available to resource a wellness programme and a proactive approach to the wellness of all Garda personnel, sworn and non-sworn (Ch. 23 para. 4). An Garda Síochána should require mandatory counselling where police deal with traumatic incidents or cases (Ch. 23 para. 5). The welfare service should be adequately resourced to ensure timely debriefing is available on a systematic basis to those who request it. (Ch. 23 para. 5)

### RECOMMENDATION 35

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Long-standing issues affecting the working conditions of the front line, for example rosters and uniforms, should be addressed as a matter of urgency (Ch. 23 para. 7). A review of Garda allowances should be expedited, to rationalise the allowance system and simplify its administration. The review should take into account our recommendation that sworn and non-sworn personnel should all be regarded as part of a single workforce. (Ch. 25 para. 4, Ch. 23 para. 8)

### RECOMMENDATION 36

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The Commissioner should instigate a comprehensive programme of leadership development, to include better communication with, and support for, the front line. (Ch. 22 para. 12)

Internal communications of importance should be supplemented by direct, organised briefings by senior personnel so that core messages can be absorbed and questions asked. (Ch. 22 para. 13)

An Garda Síochána must foster “psychological safety” – an environment in which people at all levels of the organisation feel able to share ideas on challenges, opportunities, problems, and issues of all types without fearing retribution or marginalisation. This new culture must start from the top of the organisation, and be embedded at all levels. (Ch. 23 para. 9)

## EIGHTH PRINCIPLE

### Policing must be information-led.

#### RECOMMENDATION 37

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An Garda Síochána must develop effective management processes supported by technology for strategic planning, operations and service delivery, performance management, resource management, risk management, emergency planning and human rights compliance. (Ch. 17 para. 17)

#### RECOMMENDATION 38

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There is an urgent need to address the quality of the crime data in Ireland, and the way in which police record crime investigations: (Ch. 6 para. 9)

- › The functions of the Garda Information Services Centre should be reviewed. (Ch. 6 para. 9)
- › A substantive appointment in relation to the position of Chief Data Officer should be made as soon as possible. The Chief Data Officer should play a strategic role in the senior team of An Garda Síochána. (Ch. 6 para. 10)
- › The Garda Analysis Service should be enlarged and should have analysts based in all garda divisions as well as centrally. (Ch. 6 para. 10)

- › The urgent review of data collection and management advocated above should include internet crimes, how to capture them and how to classify them. This must be a collaborative exercise with the community, the private sector, partner organisations and foreign counterparts. (Ch. 6 para. 20)
- › Recruit training should include modules on the capture, analysis and use of data. (Ch. 20 para. 14)

### RECOMMENDATION 39

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An Garda Síochána should institute a properly resourced crime analysis and response process, building on the current work of the Garda Analysis Service, which should be based at division level and hold each district to regular account. (Ch. 6 para. 11)

District police should have real time access to crime data and to information about public concerns. They should keep their residents well informed about community safety issues and engage with them proactively to solve problems affecting crime and the perception of crime, thereby leading to both the reduction of crime and stronger confidence in community safety. (Ch. 6 para. 3)

### RECOMMENDATION 40

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District police should be in close communication with their communities: (Ch. 21 para. 8)

- › An Garda Síochána should produce regular, and eventually real-time, open data feeds to the public. (Ch. 21 para. 8)
- › Public apps should be developed at the community level to enable residents to report their concerns, and police to disseminate information about matters of interest from crime prevention to road closures. (Ch. 21 para. 8)
- › An Garda Síochána should develop and implement a new social media strategy. In all districts the police should use social media and other technology tools to engage with the local community. (Ch. 21 para. 9, Ch. 17 para. 7)
- › The Garda Síochána website should be further improved, to enable transparent and seamless processes such as non-urgent crime reporting, case tracking and enhanced tools for victim support. (Ch. 21 para. 9)

### RECOMMENDATION 41

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A review should take place of An Garda Síochána's current status under Freedom of Information legislation to determine whether to broaden the access to information held by the organisation. (Ch. 22 para. 18)

## NINTH PRINCIPLE

### Policing should be seen as a profession.

#### RECOMMENDATION 42

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The Code of Ethics should be embraced and 'lived' by the leadership, put into practice by all members, be part of the human rights training of new recruits, sworn and non-sworn, and included in criteria for performance assessment and promotion and assignment processes. While the Code of Ethics requires gardaí to respect human rights, it does not specifically require them to always act in a manner consistent with human rights. It should be amended to do so. (Ch. 3 para. 9)

### RECOMMENDATION 43

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Encompassing all of the elements that comprise professionalism is a culture of continuous improvement and innovation. This should be the leitmotif for the police service and for all its individual personnel, sworn and non-sworn: (Ch. 22 para. 21)

- › A profession requires standards both in terms of professional ethical behaviours, and also standards of service delivery. (Ch. 22 para. 18)
- › Performance management should not be simply a yearly or twice-yearly assessment interview. It should be a continuous process of supervision, monitoring of targets, discussion and guidance. (Ch. 22 para. 20)
- › Innovation and initiative must be valued. (Ch. 22 para. 19)
- › New practices must be evidence-based. Accurate recording and rigorous analysis of data, and the proper evaluation of results from new initiatives are crucial. (Ch. 22 para. 19)

## TENTH PRINCIPLE

### Policing must be adaptive, innovative and cost effective.

#### RECOMMENDATION 44

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The Commissioner and senior leadership team should make digital transformation and effective investment in the technology to support it a priority. (Ch. 21 para. 2)

An Garda Síochána should move quickly to build a strategy around organisation-wide digital services which will transform the organisation in Enabling Front Line Mobility, Enhancing Public Engagement, Improving Organisational Capacity and Facilitating Inter-agency Cooperation. (Ch. 21 para. 3) A comprehensive digital strategy should:

- › support not just operational policing functions, but every aspect of the work of An Garda Síochána. (Ch. 21 para. 16)
- › support new ways of working. (Ch. 21 para. 16)
- › support collaboration across the Garda organisation in the delivery of policing responses. (Ch. 21 para. 16)
- › build in capacity for digital innovation to inform the development and deployment of new strategies across the organisation. (Ch. 21 para. 17)

#### RECOMMENDATION 45

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To enable all other digital advances and innovations, the core technology platform of An Garda Síochána must be modernised and transformed: (Ch. 21 para. 10)

- › Outdated as it is, PULSE can be used as the resource to support the digital transformation of An Garda Síochána. New software and mobile applications can be introduced which draw from the data and the business logic in PULSE. These new applications and capabilities should comprise an integrated digital platform, connecting also computer aided dispatch and mobile devices. (Ch. 21 para. 10)
- › Underpinning digitisation and automation should be the continued movement of processes and services to a cloud computing environment. (Ch. 21 para. 10)

- › An Garda Síochána must deploy a modern and nationwide computer aided dispatch (CAD) system. (Ch. 21 para. 11)
- › A real-time crime and safety centre (CSC) should be deployed at headquarters. This should integrate CAD information and data feeds from other sources into one digital dashboard to provide senior leadership with real time awareness of the location and condition of all assets and resources. (Ch. 21 para. 13)
- › The Investigation Management System (IMS) should be fully supported and deployed as soon as possible. (Ch. 6 para. 19)
- › The district level police, who respond to the great majority of emergency calls, should have all relevant information available immediately on their mobile devices, as they respond to such calls and before they reach the location of an incident. (Ch.21 para.18)

#### **RECOMMENDATION 46**

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We recommend an urgent review and appropriate increase in An Garda Síochána's internal digital technology staffing, benchmarked against other public bodies in Ireland with similar capability needs. (Ch. 21 para. 5)

#### **RECOMMENDATION 47**

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An Garda Síochána should develop a plan to deploy body worn cameras. (Ch. 21 para. 12)

#### **RECOMMENDATION 48**

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We recommend the establishment of a Digital Policing Innovation Centre, based on the Technology Centres Programme Joint Initiative of Enterprise Ireland and IDA Ireland, with An Garda Síochána as the anchor organisation. (Ch. 21 para. 19)

#### **RECOMMENDATION 49**

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Police and relevant community safety agencies should, with immediate effect, be included in the inter-governmental process to take forward the National Planning Framework. (Ch. 24 para. 7)

There should be a unit within An Garda Síochána dedicated to identifying future challenges. (Ch. 24 para. 13)

#### **RECOMMENDATION 50**

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The recommendations in this report will impact on value for money and cost-effectiveness in two key respects. Firstly, a better run organisation, with sound management processes based on timely and accurate information and with clear ownership of delivery on reform, will manage its existing resources better and reduce waste. Secondly, the implementation of strategic reforms will improve longer term delivery of policing in Ireland and deliver substantive benefits in return for any additional investment. (Ch. 25 and Ch. 26)