



An Garda Síochána

Human Rights Strategy
2020–2022



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Background

1. Under section 42 of the Irish Human Rights and Equality Commission Act 2014, (IHREC Act 2014) public bodies have a statutory obligation in the performance of their functions to have regard to the need to :
 - eliminate discrimination
 - promote equality of opportunity and treatment for its staff and persons to whom it provides services; and
 - protect the human rights of its staff and persons to whom it provides services.
2. The IHREC Act 2014 requires every public body, for the purposes of giving effect to the statutory obligation described above, and having regard to its functions and purpose and the resources available to it, to set out an assessment of human rights and equality issues it believes are relevant to its functions and purpose. It requires the public body to set out its policies, plans and actions to address those issues.
3. In May 2017 the Government established a Commission on the Future of Policing in Ireland. The Commission was tasked with bringing forward proposals to Government for the future of policing in Ireland, based on a fundamental review of the role, structures, leadership and management, ethos and culture of policing in Ireland and the existing oversight and consultative arrangements.
4. The Report of the Commission, published in September 2018, specifies that the protection of human rights is fundamental to the purpose and mission of policing, saying that human rights must therefore be embedded in the thinking, ethos and operations of the Garda personnel at all levels. Human rights, it says, *“must be a central concern and an informing principle when police policies and strategies are being developed, when operations are planned and executed, and when cases are brought to a conclusion... Front line police must always act in accordance with human rights, taking a balanced perspective on the rights of arrested or detained persons, those of the wider public, and the rights of victims.”*
5. The Report of the Commission goes on to recommend that to achieve this objective, An Garda Síochána should develop a comprehensive Human Rights Strategy for human rights compliance and promotion, including measurable actions, monitoring and evaluation. The Report of the Commission recommends the establishment of a Human Rights Section with legal expertise to implement and monitor the Human Rights Strategy and to develop it to provide even better human rights protection.



6. The Report of the Commission refers in particular to the treatment of ethnic and other minorities as a measure of the commitment to protecting human rights. Specific issues in relation to equality, diversity and inclusion within An Garda Síochána will be comprehensively covered in the Equality, Diversity and Inclusion Strategy 2019 - 2021. The Human Rights Strategy addresses the broader issues of equality as a human right that informs policing.
7. A Policing Service for the Future - Implementing the Report of the Commission on the Future of Policing in Ireland sets out a four-year plan (2019 to 2022) for the implementation of the recommendations outlined in the Commission on the Future of Policing report. The document outlines the general framework and implementation phases, provides an overview of the actions to be taken in each phase, and provides a detailed implementation overview for 2019. A Policing Service for the Future implementation overview for 2019 specifies a timetable for certain actions to be taken in relation to human rights policing. Some of these actions have been completed or are in the course of being given effect. This Human Rights Strategy is one of the actions identified in the implementation overview for 2019 for completion by the end of Q4 of 2019. The Policing Service for the Future implementation plan calls for priority areas of action with regard to human rights policing, that is to say, human rights training, including in-service training, and the future assessment by an oversight body of compliance by An Garda Síochána with human rights obligations. These areas of action are addressed in this Human Rights Strategy.
8. An Garda Síochána Mission & Strategy Statement 2019 – 2021 sets the organisational objective *“Human rights and ethical behaviour as the foundation upon which we will deliver policing services”*. Within this, two strategies are specified to meet that objective, namely that An Garda Síochána will –
 - Build a human rights infrastructure to enhance An Garda Síochána understanding, knowledge, training, policy and service delivery capacity,
 - Commence the process of embedding human rights and ethical behaviour into policing, commencing with engagement with vulnerable criminal justice service users.

These two strategies are intended to result in the development and implementation of a renewed human rights approach to policing service provision and the further integration of the Code of Ethics.

9. The human rights objective and strategies identified in the An Garda Síochána Mission & Strategy Statement 2019 – 2021 apply to the entire organisation. They can only be achieved by the whole organisation of An

Garda Síochána taking ownership of those objectives and applying the specific strategies to achieve them.

Purpose of this Human Rights Strategy

10. The purpose of this Human Rights Strategy document is to develop the human rights infrastructure so as to enhance understanding, knowledge, training, policy and service delivery of human rights by Garda personnel and to identify the means for further embedding human rights and ethical behaviour into policing.
11. The first step in developing the infrastructure is creating a legal foundation for human rights. The Human Rights Section has prepared the necessary legal foundation documents that set out the human and constitutional rights that are integral to policing. The legal foundation documents that have been prepared are referenced in Part 1 of this Human Rights Strategy. These documents identify the human rights issues that are integral to policing and are mandatory obligations of section 42 of the IHREC Act 2014.
12. Part 2 of this Human Rights Strategy presents a seven step ‘action plan’ to develop the human rights infrastructure of An Garda Síochána. These build upon the recommendations of the Commission Report “A Policing Service for the Future”, and An Garda Síochána Mission & Strategy 2019 – 2021, and addresses the obligations of An Garda Síochána in accordance with section 42 of the IHREC Act 2014. These ‘action plans’ are applicable organisation-wide and it will be the responsibility of the respective policy owner or members responsible for the area of activity in question to put these ‘action plans’ into effect.
13. In order to achieve the human rights objectives identified in An Garda Síochána Mission & Strategy Statement 2019 – 2021, human and constitutional rights must be incorporated into every element of the work of An Garda Síochána. Human rights are the foundation of policing, and every element of police work needs to reference human rights, whether it be the rights of society to protection, the individual rights of the suspect, victim’s rights, or those of Garda personnel. Human rights need to be incorporated into the very language used by Garda personnel to discuss their work and operations. To achieve this, the objectives and strategies in An Garda Síochána Mission & Strategy Statement 2019 – 2021 and this Human Rights Strategy need not only to be issued by senior Garda management, but owned and championed by them.





14. This Human Rights Strategy requires senior management to communicate to Garda personnel that:
- human rights and ethical behaviour must demonstrably be the foundation upon which we will deliver policing services,
 - they are committed to that objective,
 - they will commit resources to it, and
 - they will, themselves, be involved in promoting and driving the strategies and objectives.



Part I - Creation of the Legal Foundation

15. This section describes the actions that have been taken to put in place the legal supports and documentation to give content, substance and clarity with regard to the legal foundation of human rights within An Garda Síochána.

Human Rights Section

16. In order to implement a renewed human rights approach to policing service provision, An Garda Síochána Mission & Strategy Statement 2019 – 2021 provides that *“An Garda Síochána will build a human rights infrastructure to enhance its understanding, knowledge, training, policy and service delivery capacity.”*
17. In October 2018, An Garda Síochána established a Human Rights Section to support the above.
18. The report ‘A Policing Service for the Future’ has provided clear guidance on the vision for An Garda Síochána with regard to human rights. The Human Rights Section has researched this requirement identifying a need for 14 professionally qualified staff. As a startup position, these staff members will provide advisory services, research functionality and general administrative support. These staff will comprise of lawyers and graduates with legal and human rights qualifications/expertise who will blend with existing legally qualified Garda members. A business case has been approved by the Commissioner and the proposal is now with the Policing Authority for approval.

The Human Rights Framework

19. The first step towards the creation of a human rights infrastructure is the development of a legal framework to act as a reference document for all Garda activities by identifying the human and constitutional rights that are engaged in policing.
20. The Human Rights Framework sets out the principles that underpin human rights and gives a detailed explanation of the human rights of individuals with whom Garda personnel come into contact. The Human Rights Framework –
 - provides Garda personnel with an understanding of the conceptual basis that underpins human rights so that they can apply human rights principles in their daily work and, in particular, when situations arise where there is no set policy;



further Garda personnel's understanding and knowledge of human rights and enables the full integration of respect for those rights into policing, practice, policy and procedures.

- provides Garda personnel with appropriate standards against which to measure their adherence to human rights standards and norms.
- acts as a resource and checklist for the formulation of policies and procedures, HQ Directives and operational orders.
- details the human rights standards to be incorporated into all training materials so as to communicate the principles and human right applicable.

Human Rights Screening Tool

21. In order to facilitate the verification of compliance with human rights standards across the three pillars of policy, training materials and operations, a human rights screening tool has been developed. The human rights screening tool takes a practical approach and uses a series of questions to assist in screening policy, training material or implementation of operational orders.

Operational Guidance Document “A Human Rights Based Approach to Policing”

22. Garda personnel exercise a wide discretion in their work and need to ensure that they are correctly applying and respecting the relevant human rights and principles that underpin those rights when deciding how to exercise that discretion. It may not be feasible or practical for Garda personnel to refer to the Framework whenever they need to consider how human rights apply in any given situation. Therefore, in addition to the legal framework, an accessible, brief guidance document in relation to human rights has been prepared so that Garda personnel may routinely check the application of the principles and rights in an operational setting. To facilitate this process, a decision-making model has also been revisited so that Garda personnel can see how to integrate human rights into the decision-making process.

Operations

23. The Commissioner has appointed a senior member as Human Rights Legal Advisor. This operational role holder is available to operational commanders to assist and advise in matters pertaining to human rights.



The role holder is suitably qualified in law and human rights and will utilise the skill and knowledge garnered from international best practice. This advisor is available to sit with the operational commander at the planning and execution stage of major policing events.



Part 2 – Action Plans to develop the human rights infrastructure

24. There are seven action plans outlined in this Human Rights Strategy which will develop the human rights infrastructure within An Garda Síochána:

- the delivery of training to new and existing Garda personnel,
- the embedding of a recognition of human rights into the day-to-day work of Garda personnel,
- ensuring that An Garda Síochána keeps abreast of developments in the area of human rights developments,
- monitoring compliance with human rights,
- addressing external recommendations,
- assessing implementation of the Strategy, and
- developing a successor Strategy.

Training

25. As the Patten Report observed, *“training will be one of the keys to instilling a human rights-based approach into both new recruits and experienced police personnel”*.

26. While human rights are included in the training of student Gardaí, the training materials used for that training will be reviewed to ensure that they highlight the fundamental importance to policing of human rights and reinforce the principles that underpin them, as provided in the Human Rights Framework. It will be important for student Gardaí to receive an introduction to human rights, as human rights informs everything that Garda personnel do.

27. The objective of setting human rights and ethical behaviour as the foundation of the delivery of policing services cannot be achieved if action is not taken to ensure that existing Garda personnel are given training in human rights.

28. The effectiveness of the other actions proposed in this Human Rights Strategy depends upon training – including in-service training – being delivered. Those other actions will be seriously undermined if not supported by the training of existing Garda personnel. The Garda College will begin this training process and roll it out over the next two years. In addition, the Garda College will prepare a bespoke short course in collaboration with one of the universities with human rights expertise. A focus on the position of human rights in the operational environment will maximise the benefits of such a course.



29. Such an approach to in-service training will have a very significant effect in demonstrating the commitment of An Garda Síochána to human rights policing, not only to its own personnel, but to other stakeholders including the public, also.
30. Knowledge and understanding of human rights in the policing context will be an element to be assessed during training. In addition, human rights training will form an element of the annual assessment processes when the performance management systems are put in place as recommended in 'A Policing Service for the Future'.
31. A phased approach to training which first engages Garda personnel on how human rights arise in specific operational settings will commence. This will be supported by the integration of human rights standards into all aspects of the training. This approach to training will demonstrate the relevance of human rights to every aspect of policing.

Embedding

32. The Garda Ethics and Culture Bureau will have responsibility for embedding human rights in everyday behaviour in An Garda Síochána. The actions proposed in this Strategy are intended to compliment that work.
33. Human rights will be an integral part of training – including in operational training courses – and this will play a significant role in embedding human rights into the heart of police work. In order to build a human rights infrastructure, it is necessary to ensure that the relevant human rights standards are specifically referenced in operational orders, policies and procedures. The training material available to both student Gardaí and established personnel will set out the human rights standards relevant to policing work. In addition, procedures must be put in place to ensure that operations undertaken by An Garda Síochána respect and protect the human rights of those affected.
34. The review of ongoing operational orders, policies and procedures and training materials is necessary to establish the necessary infrastructure. This will have the effect of beginning the process of highlighting and rendering routine the discussion of human rights within the context of policing. It is important for Garda personnel giving effect to the operational orders, policies and procedures to be aware of the renewed emphasis on human rights and how integral human rights are to police work. It will alleviate any concerns that Garda personnel might



have to note that human rights have, albeit without specific mention necessarily, always been a part of the work of An Garda Síochána.

35. The review of the policies, procedures, guidance and ongoing operational orders to ensure that they comply with human rights standards is the responsibility of the relevant policy owner. The Screening Tool has been developed to assist in carrying out this task. The Human Rights Section is also available to support policy owners in this regard.
36. Five priority areas have been identified for review which will be undertaken urgently, these are:
 - Use of Force (including Firearms)
 - Use of Garda Vehicles in pursuit of other vehicles
 - Victims of Crime Policy
 - Arrest and Detention (Custody Management)
 - Public Order
37. Other policy areas that require review will be identified sequentially. All the policy areas will have been reviewed for compliance purposes by the end of a three-year period. A review of the implications of publication of the policies will need to be conducted and thereafter a decision taken on a case by case basis.
38. Thereafter, policies shall be revised regularly, within three years from the last review. The mechanisms for updating the Human Rights Framework, Human Rights Screening Tool and the Operational Guidance Document will also be used to ensure that policies are updated when a development that affects that policy area is identified.
39. At the same time as the training, mentioned above, is being delivered, it is important to have a person identified in every Division who has had advance training and who will act as a human rights Champion to encourage other Garda personnel to attend the training and to instigate conversations about human rights whenever relevant. A network of such persons will be asked to develop ideas for how to promote the visibility of human rights in police work. Such personnel might develop ideas that could work either locally or on a broader organisational level. It is envisaged that these Champions will engage locally with external stakeholders and community members to fulfil these tasks. Such personnel would be able to give feedback on how the training has been received and what further action will be useful in embedding the learning delivered by the training.



40. Enthusiasm for this element of the project amongst senior management is essential to ensure that the Champions are given the resources they need to develop the function.
41. The Human Rights Ethics and Culture Management Board, chaired by Deputy Commissioner Policing and Security, will have responsibility to measure the success of the Champions across An Garda Síochána.
42. In order to heighten awareness of the central, important role played by human rights and the principles that underpin them, a practice will be introduced that where an incident is debriefed following an operation, that the question is posed as to how well the human rights of all those involved were protected/respected. This debrief will specifically identify human rights issues which were raised or engaged and how these issues were addressed. This will have the effect not only of highlighting the issue but also in integrating human rights into the discussion. A report on the debrief will be maintained within the file and available for review.
43. An Garda Síochána Mission and Strategy Statement 2019 -2021 gives a commitment under the Human Rights Organisational Objective for focusing on An Garda Síochána engagement with vulnerable criminal justice users. In this regard, in September 2018, following on from a pilot project, the 'Garda Síochána Custody Record Risk Assessment' C84 (A) (supplementary) Form was introduced. This form provides a process of risk assessment for persons in Garda custody in order to assist in the identification of vulnerable persons. As a first step in addressing our engagement with vulnerable criminal justice users, this process will be reviewed. This may result in recommendations being made for assessing the most vulnerable in the criminal justice system.
44. In light of the focus on embedding human rights and ethical behaviour in An Garda Síochána engagement with vulnerable criminal justice service users, the policy in relation to Victims of Crime in accordance with the Victims of Crime Act 2017 has been accorded priority and will be one of the five initial policies reviewed.



45. There is also an opportunity to learn from court settlements, awards, case law and findings of tribunals of enquiry.

Monitoring Compliance

46. In order to ensure that the section 42 IHREC Act 2014 obligation and the organisational objectives of An Garda Síochána are fulfilled it is necessary to assess compliance of An Garda Síochána with human rights standards. An Garda Síochána must be able to assess whether and where there is a need for action to strengthen compliance with human rights standards. It is necessary therefore to monitor how human rights are respected both at the level of cultural awareness and at an operational level. Cultural awareness of human rights can be assessed through the use of desk research including surveys – e.g. public satisfaction surveys. An operational, evidence-based assessment requires data to be gathered through reports of public incidents and complaints.
47. As the Human Rights Guidance for Police Authorities produced by the Association of Police Authorities in the United Kingdom explains – *“There are two stages to measuring compliance with ... [human rights standards] First, the development of meaningful standards against which the performance of the police can be monitored. Second, the actual process of monitoring the performance of the police against those standards.”* The first stage has been completed with the documentation referenced in Part I. In order to facilitate the monitoring of compliance with human rights at the operational level it is necessary to put in place mechanisms to allow data to be gathered which will identify any trends or patterns in non-compliance which can then be addressed.
48. One means of monitoring compliance is to identify, in the processing of any complaints about Garda action, any specific human rights alleged to have been breached so that where a complaint is upheld, relevant data about the rights affected may be drawn. The complaints investigation procedure will require a review in order that any findings of human rights breaches are specifically identified. A standard means of identifying breaches of human rights will allow the data to be harvested and form an important resource. The data can be analysed and research conducted so that lessons will be learned from past mistakes for the purpose of improving future performance. The data can establish whether there are any significant patterns of concern to be addressed at the service level.



49. The debriefing procedure will be reviewed to ensure that in the course of the debrief the issue of human rights is specifically addressed and procedures are put in place to ensure that the resulting data is forwarded to the Human Rights, Ethics and Culture Management Board. This data can then be used not only as a means of embedding a human rights awareness but also for monitoring compliance with human rights. An analysis will be undertaken to identify other potential sources of data to allow for the proper monitoring of operational compliance with human rights standards.
50. Monitoring compliance with the human rights standards not only allows for compliance to be evaluated and reported upon but is itself a means of promoting human rights. The collection and analysis of data about human rights compliance demonstrates the significance of the issue to the organisation.
51. One of the functions of the Strategic Human Rights Advisory Committee (SHRAC) is to advise An Garda Síochána with regard to embedding and ensuring compliance with human rights standards (paragraph 57 refers). SHRAC will be invited to identify mechanisms that it believes will enable An Garda Síochána to monitor human rights compliance. Consideration will also be given to incorporating, as a function of the proposed position of Chief Data Officer, that of identifying ways in which data can be collected for the purposes of monitoring compliance with human rights standards
52. A formal procedure for identifying criticism of Garda action by judges and by members of the Oireachtas and, if necessary, taking action to resolve legitimate complaints, is required. The data from this procedure will also serve as a monitoring mechanism.

Keeping up to date

53. Human rights are not static and it will be necessary to ensure that the Human Rights Framework and the Operational Guidance Document “A Human Rights based Approach to Policing” remain current. In order to do this, mechanisms will be put in place to capture developments, whether in the Irish courts or European courts, which affect the principles that underpin human rights for the individual.



54. The Human Rights Section will have responsibility for monitoring developments in the European courts and in domestic courts to identify any legal developments. Recommendations by any international bodies concerning Ireland's policing and human rights will be reviewed to identify any legal requirements that must be implemented. The relevant policy holder will be informed of these developments.

External Recommendations

55. The recommendations of the Commission on the Future of Policing in Ireland with regard to actions that An Garda Síochána can take to embed the protection of human rights in the thinking, ethos and operations are in the course of being implemented.

56. The 2017 report of the United Nations Committee against Torture recommended that *“legislation promptly establishes an independent body tasked with inspecting police stations and monitoring the provision by the police of all fundamental safeguards against torture to persons deprived of their liberty, including respect for the right of prompt access to a lawyer; the rigorous keeping of detention records, including in a centralized register; and systematic closed-circuit monitoring of interview rooms;”*. While the issue of legislation is, of course, not a matter for An Garda Síochána, the question of detention records and systems for monitoring the human rights of persons detained in Garda stations is a matter within their purview. In order to address this recommendation in some measure, a review will be carried out to identify whether and how these matters will be addressed in the absence of legislation. Ireland was visited by the Council of Europe – European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment in September 2019 and its findings are awaited.

57. A number of reports of United Nations bodies have referenced the need for statistics on the number of domestic violence complaints made, e.g. *“that data on all forms of gender-based violence against women, including domestic violence, are systematically collected and analysed”*. This is a matter that An Garda Síochána must consider as a priority.

Implementation of the Strategy

58. The Strategic Human Rights Advisory Committee (SHRAC) has been reestablished with the following terms of reference:

- To advise on the general strategy for embedding and ensuring compliance with the human rights standards described in the Human Rights Framework in all aspects of the work of An Garda Síochána.



- To provide evaluation of compliance of An Garda Síochána with the human rights standards described in the Human Rights Framework and make appropriate recommendations on ways to strengthen compliance.
- To evaluate delivery and make recommendations on training in human rights in An Garda Síochána.
- To report annually on the work of the Committee during the previous year.

59. The SHRAC and Human Rights, Culture and Ethics Management Board will have a Secretariat who will receive submissions/advice.

60. This Human Rights Strategy has been approved by SHRAC which will oversee its implementation.

Preparing for a New Strategy

61. SHRAC will be asked to make recommendations about the content of a future Strategy as part of its assessment of the implementation of this Strategy as it may be in a position to identify matters to be followed up or issues that need greater focus. The network of champions will be asked for feedback on the actions that must be undertaken to further embed human rights into policing. These recommendations and suggestions will then be reviewed with a view to developing a new strategy based on lessons learned from the development and implementation of this Strategy.

Goal - Training

Action	How action will be achieved	When (indicative)	Who
Human Rights Training	Consult with external advisor on content of introductory training package to be delivered to all Garda Personnel on 'Human Rights Based Policing'.	Q1 – 2020	Human Rights Section and external consultant Ms Ruth Fitz Gerald BL
	Develop a 'Blended Learning' and the 'Train the Trainer' training package.	Q2 - 2020	Human Rights Section and Garda College
	Commence delivery of the 'Human Rights Based Policing' 'Blended Learning' training package to all Garda Personnel.	Q3 – 2020 (envisaged to take two years full delivery)	Garda College
	Commence delivery of the 'Human Rights Based Policing' 'Train the Trainer' package to CPD and Garda College Instructors.	Q3 - 2020	Human Rights Section and Garda College
	Review all training materials used by the Garda College to ensure it incorporates requisite learning from the Human Rights Framework.	Q1 –2020	Garda College
	All training courses delivered by the Garda College will reflect requisite learning from the Human Rights Framework in its application to the topic being trained.	Begins Q3 – 2020	Garda College
	Human rights training reviewed as part of annual assessment process.	Depends on timetable for development of performance management systems	Human Resources and People Development

Goal – Embedding

Action	How action will be achieved	When (indicative)	Who
Revision of policies and operational orders to reference relevant human rights standards.	<p>Five priority policy areas have been identified for review.</p> <p>These are:</p> <ul style="list-style-type: none"> • Use of Force (including Firearms) • Use of Garda Vehicles in pursuit of other vehicles • Victims of Crime Policy • Arrest and Detention (Custody Management) • Public Order 	Beginning Q1 2020	Each policy owner in compliance with the Human Rights Framework and the Human Rights Screening Tool.
Development of a web page on the Garda Portal for human rights.	Work with ICT to design and publish a human rights page onto the Garda Portal.	Q2 – 2020	ICT and Human Rights Section
Establish a network of Human Rights Champions	Identification of team of champions within each Garda Division to include Garda Personnel of all ranks and grades. This will result in a network of Champions being established in each Division.	Q2- 2020	Divisional Officers, and Human Rights Ethics and Culture Management Board
	The Champions will receive a bespoke training package on human rights. The content of this training package will be decided.	Q2 - 2020	Human Rights Section and external consultant Ms Ruth Fitz Gerald BL, and the Garda College.
	Bespoke human rights training delivered to Human Rights Champions	Q4 - 2020	Garda College and Garda Ethics and Culture Bureau (or external college)

Goal – Embedding

Action	How action will be achieved	When (indicative)	Who
<p>Develop a process to debrief serious events dealt with by Garda Personnel. This process will incorporate the identification of human rights issues that arose.</p>	<p>Revision of existing policy which requires debriefing in order than human rights issues are identified and recorded.</p>	<p>Q4 - 2020</p>	<p>Garda Ethics and Culture Bureau</p>
<p>Focus on vulnerable persons to include a review of policies, procedures, guidance and operational orders.</p>	<p>Project 1: Review of form C84(A) 'Custody Record Risk Assessment' will be conducted in order to evaluate its effectiveness and make recommendations where appropriate.</p>	<p>Q1 – 2020</p>	<p>Human Rights Section</p>
	<p>Project 2: Working with the National Office for Suicide Prevention to introduce SafeTalk training to all members of Garda Personnel bearing in mind their potential opportunity to intervene with persons who are vulnerable to self-harm / suicide.</p>	<p>Beginning Q1 - 2020</p>	<p>Human Rights Section</p>
	<p>Project 3: Working with the deaf community to introduce a process where by members of this community can interact with An Garda Síochána independently.</p>	<p>Ongoing</p>	<p>Crime Legal</p>

Goal – Embedding

Action	How action will be achieved	When (indicative)	Who
Communicating the human rights values in police work	Providing stakeholders with the information about the human rights values that are promoted and protected in policing and commencing a dialogue with them about how best to further those values commencing with seeking to have this item on the agenda for the next meeting of each Joint Policing Committee.	Q1 2021	Human Rights Champions with the assistance of the Human Rights Section and the Ethics and Culture Bureau

Goal – Keeping abreast of human rights developments

Action	How action will be achieved	When (indicative)	Who
<p>Identification of new interpretations of human rights by Courts of Justice of the European Union and the European Court of Human Rights.</p>	<p>Staff member assigned to review all new cases from the two courts and alert when a judgment issues that impacts upon human rights in policing.</p>	<p>Beginning Q1 2020, and ongoing</p>	<p>Human Rights Section</p>
<p>Identification of judicial commentary on Garda action and constitutional/ECHR rights and propose any remedial action required.</p>	<p>Staff member assigned to review judicial commentary and alert when a judgment issues that impacts upon human rights in policing.</p>	<p>Beginning Q1 2020, and ongoing</p>	<p>Human Rights Section</p>
<p>Keeping Part I Human Rights Framework up to date</p>	<p>Part I Human Rights Framework revised if a change in interpretation of the law/practice identified.</p>	<p>Beginning Q1 2020, and ongoing</p>	<p>Human Rights Section</p>

Goal – Monitoring Compliance

Action	How action will be achieved	When (indicative)	Who
Sources for data to monitor compliance will be identified and data will be collected and analysed.	Analysis of potential sources of data to allow monitoring.	Q2 – 2020	Garda Ethics and Culture Bureau
	SHRAC invited to identify what data it believes would be of assistance in verifying compliance with human rights.	Q1 - 2020	SHRAC
	Put in place procedure for identifying findings of human rights breaches and allegations of human rights breaches in complaints made by members of the public.	[Q1 – 2020]	Human Rights Section and GSOC

Goal – External Recommendations

Action	How action will be achieved	When (indicative)	Who
<p>Consider recommendation of Commission on the Future of Policing with regard to the Code of Ethics.</p>	<p>Code of Ethics to be amended</p>	<p>Q1 - 2020</p>	<p>HRPD</p>
<p>Review reports of UN, Council of Europe, or other international bodies recommending action relevant to the work of An Garda Síochána in the field of human rights.</p>	<p>Seek advice of SHRAC on proposals for giving effect to any recommendations appropriate for Garda implementation.</p>	<p>Q1-2020 on going project</p>	<p>Human Rights Section and Crime Legal Section</p>

Goal – Verifying Implementation of this Strategy

Action	How action will be achieved	When (indicative)	Who
<p>Review of implementation of Strategy</p>	<p>SHRAC have reviewed this Human Rights Strategy.</p> <p>SHRAC will continuously review the implementation of the Human Rights Strategy 2020 – 2022.</p> <p>An Garda Síochána will provide SHRAC with regular updates on the progress of the actions identified in this Human Rights Strategy 2020 – 2022.</p>	<p>Ongoing for the course of the Strategy</p>	<p>SHRAC</p>

Goal – Prepare for next Strategy

Action	How action will be achieved	When (indicative)	Who
Identify new challenges and ways of preparing for the Human Rights Strategy 2022 - 2024.	Feedback from Human Rights Champions	Q3 – 2021	Human Rights Section
	Internal discussion	Continuous	Human Rights Ethics and Culture management Board
	SHRAC's views on next Strategy to be sought.	Q3 - 2021	SHRAC