

A POLICING SERVICE FOR OUR FUTURE

Implementing the Report of the Commission on
the Future of Policing in Ireland
Scaling Phase Iteration October 2020 – March 2022



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OVERVIEW OF A POLICING SERVICE FOR OUR FUTURE

Introduction

The Report of the Commission on the Future of Policing in Ireland (CoFPI) was published in September 2018 and was the output of significant consultation with public representatives; government officials; academics in Ireland and abroad; officials from other jurisdictions; Gardaí of all ranks; Garda staff; and the public. The CoFPI Report outlines the drivers for change and presents a clear vision for the future of An Garda Síochána. The consultation by the Commission led to the development of 10 key principles for the future of policing in Ireland (see page 8), and a comprehensive set of recommendations to meet not just current, but also future challenges.

A Policing Service for our Future (APSFF) sets out an ambitious Plan for the implementation of the CoFPI Report. The Plan has been developed in cooperation with stakeholders from across the public service and, in particular, with the Department of Justice and An Garda Síochána. This document outlines the general framework and implementation phases of APSFF, provides an overview of the actions to be taken in each phase, and provides a detailed implementation overview for the Scaling Phase. The Plan is ambitious, but realistic. This Plan is a living document, and will be updated as required. Throughout the implementation process, the Policing Reform Implementation Programme Office will be reviewing planned activities 6 to 9 months ahead with a view to iterating the Plan, and maintaining ambitious but realistic commitments, timeframes and milestones.

Workstreams and Enablers

The overall programme of work has been divided into 5 distinct workstreams. The 5 workstreams are: **Leadership & Accountability**; **People**; **Structures & Operations**; **Independent Oversight**; and **Partnerships**. In addition, 3 enablers of the work programme have also been identified. The 3 enablers are Change Capacity, Communications & Engagement, and Legislation. These activities will be ongoing for the duration of the programme and are viewed as enablers for the overall success of the programme. Each of the recommendations in the overall CoFPI Report have been subdivided into more detailed actions as necessary, and assigned to a workstream. The workstreams are described in further detail on page 10.

Project Phasing

The programme is set out across 4 key phases: *Building Blocks*; *Launching*; *Scaling*; and *Consolidation*. The third phase of the programme – the *Scaling Phase* – is 18 months in duration (October 2020 to March 2022) and is the critical phase of implementation, when delivery of the majority of the actions will be started or executed. Good progress will be made across actions that require a longer implementation timeframe. As implementation during this phase progresses, additional key milestones will be agreed and documented. Each of the phases are outlined in more detail on page 11.

Programme Management

In line with the approach recommended in the CoFPI Report, an Implementation Group on Policing Reform (IGPR) has been established with Helen Ryan – a former member of CoFPI – as its independent Chair. The IGPR will have collective responsibility for the delivery of *A Policing Service for our Future*. The core membership of the IGPR comprises senior officials from the organisations most closely involved in driving the transformation programme - An Garda Síochána; the Department of Justice; the Department of the Taoiseach; and the Department of Public Expenditure and Reform. Senior representatives of other relevant organisations are also involved in the work of the IGPR as required.

A High Level Steering Board on Policing Reform (HLSB), chaired by the Secretary General of the Department of the Taoiseach, has also been established to support and guide the work of the IGPR and to act as a clearing house for issues that cannot be resolved by the IGPR, or where particular blockages are being experienced in the implementation of *A Policing Service for our Future*.

In addition, a Policing Reform Implementation Programme Office (PRIPO) has been established in the Department of the Taoiseach with the purpose of driving implementation of *A Policing Service for our Future*. PRIPO has been resourced with appropriate expertise in the areas of project management; policing; justice; and public service reform. PRIPO will also provide progress reports on the delivery of *A Policing Service for our Future* to the HLSB and Cabinet Committee on Social Affairs and Equality on a quarterly basis. PRIPO will further publish progress reports on an annual basis so that there is complete transparency on the progress being made on the implementation of the Plan.

Stakeholder Engagement

Stakeholder engagement is essential for the successful implementation of *A Policing Service for our Future*. Indeed, communications and engagement have been identified as a critical enabler of the programme of reform. Effective communication builds consensus, cooperation, and support with both internal and external stakeholders. Engagement increases understanding and ownership of the reform. In order for the reforms to be sustained, culture and behaviours must adapt to live the change.

A Policing Service for our Future is a significant programme of reform encompassing a wide range of projects and actions. As such, stakeholder engagement should be appropriately tailored for the action being implemented. While this may look different in relation to each action, the Implementation Group on Policing Reform expect that appropriate consultation and engagement will take place during the implementation of the actions contained in *A Policing Service for our Future*. The Policing Reform Implementation Programme Office meets regularly with Action Managers from the relevant organisations to discuss the progress being made on the implementation of their actions. Every opportunity is taken in these meetings to emphasise the importance of effective stakeholder engagement in the implementation process.

It is important to acknowledge that an important factor in ensuring that continued progress is made in implementing *A Policing Service for our Future* will be effective and timely stakeholder engagement across a number of fronts, including within the organisations central to the reform (e.g. An Garda Síochána, Department of Justice), across public sector organisations who have a stake in individual projects/actions, and with staff unions and representative associations.

Impact of COVID-19

The third phase of the implementation of *A Policing Service for our Future* (APSFF) – the *Scaling Phase* – was originally scheduled to commence in early 2020.

As the *Scaling Phase* was being finalised, a factor to be considered became COVID-19 and the response required. An Garda Síochána, along with other public bodies, showed responsiveness and flexibility in dealing with the demands of this unprecedented situation. The ability of the organisation to respond with agility to the developing situation is indicative of the positive progress on reform made by An Garda Síochána to date.

APSFF is a living document, and was designed cognisant of the importance to maintain ambitious but realistic commitments, timeframes and milestones. In order for the reform programme to be deliverable, regard was had (and continues to be had) to the shift in focus of An Garda Síochána to support the response to COVID-19. The Implementation Group on Policing Reform (IGPR) engaged with key stakeholders to identify priority actions for implementation and in ensuring continued momentum on the key reforms in so far as possible under the circumstances.

This Plan is the outcome of such engagement. The Implementation Group on Policing Reform and Policing Reform Implementation Programme Office will keep the plan under review and take into account any developments which may have implications for the reform programme.



COFPI REPORT'S 10 KEY PRINCIPLES

1

Human Rights Are The Foundation And Purpose Of Policing

2

Policing And National Security Are Not The Responsibility
Of The Police Alone

3

Accountability And Oversight Structures Should Be Clear
And Effective

4

Internal Governance Must Be Strong And Efficient

5

Police Duties Should Be Clearly Defined And Resources
Deployed Accordingly

6

An Garda Síochána Should Be Structured And Managed To
Support Front Line Policing

7

The People Of An Garda Síochána Are Its Greatest Resource

8

Policing Must Be Information Led

9

Policing Should Be Seen As A Profession

10

Policing Must Be Adaptive, Innovative And Cost Effective



IMPLEMENTATION AND OVERSIGHT STRUCTURES

Cabinet Committee on Social Affairs and Equality

Chair: Taoiseach

High Level Steering Board on Policing Reform

Chair: Secretary General, Department of the Taoiseach

Membership: SG D/Justice; SG D/PER; AGS Commissioner; Chair of Implementation Group for Policing Reform.

Other SGs may attend as required from D/Health; D/CEDIY; D/HLGH; D/SP; D/ECC; D/Defence; D/FA.

Implementation Group on Policing Reform

Chair: Helen Ryan

Membership: A/Sec DoT; A/Sec D/Justice; A/Sec D/PER; D/Comm AGS; A/Sec (or equivalent) AGS.

Other A/Secs may attend as required from D/Health; D/CEDIY; D/HLGH; D/SP; D/ECC; D/Defence; D/FA.

Policing Reform Implementation Programme Office [Based in the Department of the Taoiseach]

Resourced with appropriate expertise in the areas of project management; policing; justice; and public service reform.

Action Sponsors

Action Managers



IMPLEMENTATION WORKSTREAMS AND ENABLERS

The CoFPI Report is being implemented across 5 workstreams, with 3 enablers identified as necessary to support effective delivery.

All recommendations and actions were assigned to a workstream at programme commencement. The workstreams are designed to reflect the major themes emerging from the CoFPI Report.



LEADERSHIP & ACCOUNTABILITY

Leadership and accountability at all levels, and good governance in all organisations and entities across the policing spectrum



PEOPLE

The right people in the right roles, selected, inducted, trained, supported, developed and promoted to optimise performance



STRUCTURES & OPERATIONS

A clear focus on core activities and fit for purpose organisations with effective management systems to underpin good governance



INDEPENDENT OVERSIGHT

External oversight organisations support effective accountability to the Minister, the Government and the Oireachtas



PARTNERSHIPS

Effective policing partnerships across Government Departments and Agencies, and with local communities



ENABLERS

Change Capacity

Communications & Engagement

Legislation



PHASING OF A POLICING SERVICE FOR OUR FUTURE

A *Policing Service for our Future* is being delivered across 4 phases over the implementation timeframe – *Building Blocks*; *Launching*; *Scaling*; and *Consolidation*. The Building Blocks and Launching phases are complete.

The current phase – the *Scaling* phase – will run for 18 months.

BUILDING BLOCKS 6 Months 	LAUNCHING 6 Months 	SCALING 18 Months	CONSOLIDATION 18 Months
<p>Building Blocks</p> <ul style="list-style-type: none">The building blocks are the foundations of successThe objective of this phase is to prioritise and commence delivery of the key actions that will deliver impact and set the programme up for successThese key actions signal change and reform <p>Launching</p> <ul style="list-style-type: none">The Launching phase will involve implementation of the building blocksThe programme will start to gain traction and the benefits of the early foundations will be realised		<p>Scaling</p> <ul style="list-style-type: none">During the Scaling Phase, the programme gains momentumThis critical phase is when delivery of the majority of the actions outside the critical building blocks will be started or executedGood progress will be made across actions that require a longer implementation timeframeThis phase will ensure that change is sustainable	<p>Consolidation</p> <ul style="list-style-type: none">During the Consolidation Phase, longer programmes of work will come to fruitionAll remaining recommendations are addressed during this phase. Delivery of recommendations will not commence in 2022. However, delivery will continue if necessaryNew practices are embedded during this phaseProject outcomes are delivered
<p>OUTCOME: A high performing policing service that operates to the highest ethical standards and is equipped, enabled and empowered to respond to the needs of the community</p>			



IMPLEMENTATION OVERVIEW

Building Blocks and Launching Phases - ✓ Complete

Workstream	Priorities	CoFPI recommendation(s) addressed (in whole or part)
Leadership & Accountability 	Human Rights [Establishment of Unit, Strategy, Training materials, Training, Policing Authority to consider appointment of Human Rights Adviser, consider Code of Ethics, Commence codification of legislation on arrest, search and detention] Performance Management [Performance management systems, Review, adjust and approve probation policy for Gardai, Review implementation of probation policy for Garda staff] Commissioner as True CEO [Costed Policing Plan, IR, Multi-annual budgeting, Estate management, Examine SLT 5-year contracts] Leadership Development and Communication [Leadership, governance and communications training, Head of Internal Communications appointed, Internal Communications Strategy, Code of Ethics, Psychological safety, Engagement on culture] Corporate Governance [Performance and Accountability Framework, Corporate Governance Framework, Risk Management Framework] Statutory Board [Legislative preparations]	1, 2, 3, 42 14, 22, 31, 32, 33, 37, 43 11, 16 36, 42 37, 50 17
People 	New Uniform [Pilot, Commence procurement] Reform Current Roster [Research, Engagement, Develop implementation plan] Review Allowances [Review current allowances, Design new system of allowances] Wellness Programme [Strategy development, Review/update policy for post incident support review and signposting] Learning and Development [Expert Director, Expert Review Group, Commence drafting strategy, eLearning/blended learning, CPD curriculum, Update Probationer Garda training] Revise Discipline System [Review existing processes, Engage with legal experts and staff associations, Develop new regulations, Develop Anti-corruption Unit] Workforce Planning and Modernisation [Census, Job specs, Pause Garda Reserve recruitment, Garda Reserve Strategy, Severance Programme, Workforce plan, Promotion Regulations] One Organisation [Develop roadmap, Reporting Structures]	35 28, 35 35 34 27, 28, 30, 31, 32, 33, 38 14, 28 21, 26, 28, 29, 38, 46 27



IMPLEMENTATION OVERVIEW

Building Blocks and Launching Phases - ✓ Complete

Workstream	Priorities	CoFPI recommendation(s) addressed (in whole or part)
Structures & Operations	<p>Organisational Operating Model (including Local Policing Model) [Set vision, design, plan, pilot, commence implementation, communication, Divisional Protective Service Units]</p> <p>Data and Analytics [Chief Data Officer, Review of data collection & management, Develop Strategy]</p> <p>Digital Strategy (including modernising core technology platform) [Mobile technology, ECM, PEMS, platform and make recommendations]</p> <p> Procurement processes [Review, design, commence implementation]</p> <p> Reassignment of non-core duties [Identification of all non-core duties, Prison Escorts Review Group, commence implementation of recommendations, Review of Court Security, Commence review of role in prosecution decisions, Prevention of harm as core objective]</p> <p>National Security Analysis Centre (NSAC) [Define role, appoint Director of NSAC, procure IT, secure staff, premises, MOUs, Strategy statement, SOPs, Strategic analysis reports, engage on development of National Security Strategy]</p> <p> AGS Security & Intelligence Capability [Identify requirements]</p> <p> Independent Examiner [Commence drafting of general scheme of Bill]</p>	8, 21, 23, 24, 25, 26, 37, 38, 39, 45, 46, 49 38 22, 39, 44, 45, 47 18 19, 20 7 8 9 12, 13, 14 10 5, 6 22, 39, 40
Independent Oversight	<p>Develop arrangements for transition to new oversight framework [Prepare general scheme of Bill]</p> <p> Reporting [AGS to prepare report for consideration by Oireachtas Committee; Cabinet Committee on Security to meet twice a year with focus on community safety; Commissioner to engage with Oireachtas Committee on schedule of reporting]</p>	10
Partnerships	<p> Multi-Disciplinary approaches [Roadmap for extending national protocols to relevant sectors, examine recommendation on Crisis Intervention Teams]</p> <p> Community partnerships [Review current partnerships, develop new approach including communications, implement]</p>	5, 6 22, 39, 40
	<p>Enablers:</p> <p> Change Capacity;</p> <p> Communications &</p> <p> Engagement;</p> <p> Legislation</p>	



IMPLEMENTATION OVERVIEW

Scaling Phase - Current Phase (18 months' duration)

Workstream	Priorities	CoFPI recommendation(s) addressed (in whole or part)
Leadership & Accountability 	Human Rights [Embed Code of Ethics, Continue codification of legislation on arrest, search and detention, Oversight bodies to consider human rights training for their staff] Performance Management [Drive performance management usage and compliance, Ongoing training for managers and jobholders, Emphasis on quality of performance management "conversation"] Commissioner as True CEO [Multi-annual budgeting, Implement estate management proposal, HRPD Operating Model] Leadership Development and Communications [Ongoing leadership training (including on organisational culture), Implement internal communications strategy, policy on Garda interactions with media] Corporate Governance [PAF Phase 3 implementation, Implement corporate governance and risk management recommendations] Statutory Board [Finalise legislation, Process commenced for Board recruitment, Board established]	1, 2, 4, 42 22, 37, 43 11, 16 36, 42 17, 50 17
People	New Uniform [Procure] Reform Current Roster [Finalise new roster, Implement] Review Allowances [Engagement with staff associations, Agree proposals, Implement agreed proposals] Wellness Programme [Finalise strategy implementation plan, Implement, Review and approve post-incident support policy, Align resources to support policy, Implement] Learning and Development [Procure Garda ETMS, Increase training capacity, Garda Access Programme, Embed CPD, Continued development of L&D strategy (CPD, blended learning, Garda / Garda staff induction), Increase proportion of Garda staff teaching in Templemore, Mandatory in-service training, Open and transparent selection process for development opportunities] Disciplinary System [Finalise development of new regulations, Implement new regulations, Training for managers, Establish anti-corruption unit, Develop complaints database] Workforce Planning and Modernisation [Implement recommendations of Garda Reserve review, Embed workforce planning, Increase alternative entry routes] Diversity and Inclusion Strategy [AGS Diversity and Inclusion Strategy; Access Programme for An Garda Síochána] One Organisation [Commence implementation of roadmap]	35 28, 35 35 34 7, 28, 30, 31, 32, 33, 38 14, 28 21, 26, 28, 29, 38, 46 28 27



IMPLEMENTATION OVERVIEW

Scaling Phase - Current Phase (18 months' duration)

Workstream	Priorities	CoFPI recommendation(s) addressed (in whole or part)
Structures & Operations	<p>Organisational Operating Model (including Local Policing Model) [Continue implementation]</p> <p>Data and Analytics [Implement recommendations from review of data collection & management]</p> <p>Digital Strategy (including modernising core technology platform) [Continue roll-out of mobile devices, Evaluation of roll-out, Continue IMS, RDMS, CAD deployment, Conclude PEMS eLearning roll-out, Procure CAD 2, Meet Schengen technical requirements, Finalise review of core technology platform and implement recommendations, Move to cloud computing, Deploy body worn cameras]</p> <p>Reassignment of non-core duties [Continued implementation of Prison Escorts Review Group recommendations, Courts Security, DPP, Summonses, INIS]</p> <p>AGS Security & Intelligence Capability [Increase capability]</p> <p>Independent Examiner [Draft Bill]</p> <p>National Security [Legislative review]</p>	8, 21, 23, 24, 25, 26, 37, 38, 39, 45, 46, 49 38, 40 22, 38, 39, 44, 45, 47 20 8 9 9
Independent Oversight	<p>Develop arrangements for transition to new oversight framework [Finalise legislation, Transition Group established, New bodies established, Local accountable structures developed]</p> <p>Mandatory inquest following death in custody</p>	3, 12, 13, 14 15
Partnerships	<p>Multi-Disciplinary Approaches and Collaborative Working [National protocols in place, Joint Strategic Plans submitted annually to Cabinet Committee on Social Affairs and Equality]</p> <p>Community Partnerships [Continue to implement new approach]</p>	5 22, 39, 40
Enablers: Change Capacity; Communications & Engagement; Legislation	<p>Change Capacity</p> <p>Leadership communications is critical [Implement communications plan]</p> <p>Legislative process to be completed on:</p> <p>The Policing and Community Safety Bill to replace the Garda Síochána Act</p> <ul style="list-style-type: none">Redefine policing to include prevention of harm and place an obligation on other state agencies to cooperate with AGSProvide for board of AGS and new independent oversight frameworkOperational independence of Commissioner Digital Recordings (incl. body worn cameras) <p>Codify legislation defining police powers of arrest, search and detention</p>	



IMPLEMENTATION OVERVIEW

Consolidation Phase - (Final Phase)

Workstream	Priorities	CofPT recommendation(s) addressed (in whole or part)
Leadership & Accountability 	Human Rights [Finalise codification of legislation defining police powers of arrest, search and detention, Oversight body to assess Garda compliance with human rights obligations] Performance Management [Very high level of performance management usage and compliance, Ongoing training for managers and jobholders, Continued emphasis on quality of performance management "conversation"] Commissioner as True CEO [Move responsibility for the management of appointment and promotion processes from the Policing Authority to An Garda Síochána] Leadership Development and Communications [Ongoing training focussed on embedding cultural change, Embed communications initiatives and psychological safety] People 	1, 3 22, 37, 43 11, 16 36, 42 34 28, 30, 31, 32, 33, 38 14, 28 21, 26, 28, 29, 38, 46 27
Structures & Operations 	Wellness Programme [Strategy implementation] Learning and Development [Continued implementation of L&D strategy, Framework for career progression for Garda staff, Unconscious bias training for Gardai and Garda staff, Development programmes to prepare for promotion, Annual review of training needs] Disciplinary System [Continued implementation including training for managers] Workforce Planning and Modernisation [Mobility] One Organisation [Continue to implement roadmap, Recruit Garda staff directly to An Garda Síochána] Organisational Operating Model (including Local Policing Model) [Continue implementation] Data and Analytics [Real time data feeds to public, Public apps, Improve the website of An Garda Síochána] Digital Strategy [Continue implementation] Reassignment of non-core duties [Prosecutions, Inquests] Independent Examiner [Enact Bill] National Security [Implement review findings] Freedom of Information [Review freedom of information status] Digital Policing Innovation Centre [Establish]	8, 21, 23, 24, 25, 26, 37, 38, 39, 45, 46, 49 38, 40 22, 38, 39, 44, 45 20 9 9 41 48

IMPLEMENTATION OVERVIEW

Consolidation Phase - (Final Phase)

Workstream	Priorities	CofPT recommendation(s) addressed (in whole or part)
Partnerships 	<p>Multi-Disciplinary Approaches and Collaborative Working [Process of review]</p> <p>Community Partnerships [Social media strategy]</p>	5 22, 39, 40
Enablers:	<p>Change Capacity Leadership communications is critical [Continued implementation of communications plan]</p> <p>New legislative framework to be implemented on:</p> <ul style="list-style-type: none"> Digital Recordings Legislation defining police powers of arrest, search and detention codified  	



SCALING PHASE IMPLEMENTATION OVERVIEW

Leadership & Accountability



Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Human Rights 1, 2, 2.1, 2.2, 2.3, 3, 42	Develop Human Rights training for Gardai and Garda staff and review training materials Develop plan to further embed the Code of Ethics		Embed Human Rights training for Gardai and Garda staff Implement plan to further embed the Code of Ethics				AGS D/Justice
		Oversight Bodies to consider human rights training for their staff					
			Human Rights Adviser considered by Policing Authority				
		Draft general scheme of Bill to codify police powers of arrest, search and detention		Draft Bill to codify police powers of arrest, search, and detention			AGS
Quarterly signals							
Performance Management 14.1, 14.2, 22.1, 31.6, 32.1, 33.1, 37, 43.2, 43.3	Identify performance management approach for Garda staff	Develop implementation plan for performance management for Garda staff	Drive and monitor PALF use				
				Finalise Probation Policy and procedures Develop plan to roll-out Probation Policy and procedures		Introduce performance management for Garda staff	
					Roll-out and embed updated Probation Policy and procedures		
Quarterly signals		Performance management approach for Garda staff approved					



SCALING PHASE IMPLEMENTATION OVERVIEW

Leadership & Accountability

SCALING PHASE IMPLEMENTATION OVERVIEW

Leadership & Accountability





SCALING PHASE IMPLEMENTATION OVERVIEW

Leadership & Accountability

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Corporate Governance 37, 50	Develop and map effective governance processes across priority areas through the Operating Model		Embed revised corporate governance processes				AGS
		Deploy online phase of Performance and Accountability Framework (PAF)					
	Complete review of Risk Management Framework and develop recommendations	Develop plan to enhance Risk Management Framework	Revise Risk Management Framework	Monitor and support enhancements to the Risk Management Process	Review Risk Management Processes		D/Justice
Quarterly signals		SLT sign-off plan to enhance risk management framework					
Statutory Board 17	Finalise general scheme of the Policing and Community Safety Bill	Draft Policing and Community Safety Bill	Publish Policing and Community Safety Bill	Legislative process commences			
	Scoping paper on structures and resources required to provide strategic direction to and drive readiness for implementation of the legislation within D/Justice and across the sector finalised and signed-off						
Quarterly signals							



SCALING PHASE IMPLEMENTATION OVERVIEW

People



Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
New Uniform 35			Continue new Garda uniform procurement process		Develop plan to roll out new Garda uniforms		AGS
Quarterly signals		Uniform supplier selected					AGS D/Justice DPER
Reform Current Roster 28, 3, 35	Engage with other stakeholders on proposals for revised roster Agree revised rosters in principle with associations		Assess the financial implications for the Exchequer of the revised roster proposals	Preparatory work commenced for implementation of revised rosters	Develop plan for roll out of revised rosters	Introduce new rosters	
Quarterly signals					SLT sign-off plan for roll-out of revised rosters		
Review Allowances 35	Complete review of allowance system and make recommendations to rationalise and simplify the administration of the allowance system		Engage with stakeholders in respect of recommendations on allowance system	Implement recommendations on allowance system			AGS D/Justice DPER
Quarterly signals							



SCALING PHASE IMPLEMENTATION OVERVIEW

People

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Wellness Programme 34	Agree Health and Wellbeing Strategy	Develop plan to implement Health and Wellbeing Strategy across AGS with dedicated funding		Roll out Health and Wellbeing Strategy and initiatives			AGS
	Review of Post-incident Support Review and Signposting Policy (PSRS) policy		Develop plan to roll out PSRS policy, ensuring the key areas are adequately resourced to carry out timely debriefing		Roll-out PSRS policy		
Quarterly signals	Health and Wellbeing Strategy agreed	SLT sign-off PSRS policy					AGS D/Justice DPER
Learning and Development 27.2, 28.1, 28.3, 30., 30.1, 30.2, 30.3, 31., 31.1, 31.2, 31.3, 31.4, 32.2, 33.1, 33.4, 38.5	Establish Expert Review Group on Recruit Education and Entry Pathways and Learning and Development (and associated subgroups)	Expert Review Group (and associated subgroups) to conduct work programme with a view to preparing final report and implementation of CoFPI recommendations		Review training needs and make recommendations for inclusion in Annual Training Plan			
	Complete development of Training, Learning and Development Strategy		Roll-out and embed Training, Learning and Development Strategy				
	Procure Electronic Training Management System (ETMS)	Develop plan for implementation		Deploy ETMS system			
			Develop comprehensive training programme for Gardai and Garda staff who may have contact with a victim of coercive control				
Quarterly signals	ETMS procured	SLT sign-off ETMS implementation plan	Final report of Expert Review Group submitted				



SCALING PHASE IMPLEMENTATION OVERVIEW



People

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Revise Discipline System 14, 14.1, 14.2, 14.3, 14.4, 28.2	AGS finalise design of new discipline system	Engage with GSOC and other stakeholders to define and agree requirements for complaints database	Develop proposals for new regulations	Develop plan to establish complaints database	Consultation with relevant stakeholders on proposed regulations	Finalise revised discipline regulations	AGS D/Justice
Quarterly signals	Develop plan to implement Anti-Corruption Strategy	Roll-out Anti-Corruption Strategy	Develop plan for ongoing in-career vetting	Design and scope a vetting system for ongoing in-career vetting	Implement ongoing in-career vetting		
	SLT sign-off on Anti-Corruption Strategy implementation plan						



SCALING PHASE IMPLEMENTATION OVERVIEW

People

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Workforce Planning and Modernisation 21.2, 21.4, 26, 26.1, 26.2, 26.3, 26.4, 28, 29, 29.1, 29.2, 29.3, 29.4, 38.3, 46	Embed Garda Reserve in 4 Divisions (Cork City, DMR South Central, Mayo and Galway) Develop strategic workforce plan aligned with Operating Model						AGS D/Justice
				Embed workforce planning in AGS			
Quarterly signals	In 2020: 700 more Gardai recruited; 300 more Gardai returned to frontline policing; 500 more Garda staff recruited						
Diversity and Inclusion Strategy	Develop AGS Diversity and Inclusion Strategy and implementation plan			Implement and embed AGS Diversity and Inclusion Strategy			AGS
		Engage with higher education institutions to develop an Access Programme for An Garda Síochána		Design an Access Programme for An Garda Síochána		Introduce Access Programme for An Garda Síochána	
Quarterly signals							
One Organisation	Develop One Organisation Vision	Develop One Organisation roadmap		Implement One Organisation roadmap			AGS D/Justice DPER
Quarterly Signals							



SCALING PHASE IMPLEMENTATION OVERVIEW

Structures & Operations



Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Organisational Operating Model (Incl. Local Policing Model) 8, 21, 21, 6, 23, 24, 25, 1, 25, 2, 26, 26, 4, 37, 38, 1, 38, 3, 39, 1, 45, 4, 46, 49, 2		Develop proposal for capability to identify future challenges	Establish process to identify future challenges	Engage with external stakeholders			AGS
Quarterly signals		Proposal for capability to identify future challenges signed-off by SLT					AGS
Data and Analytics 38, 38, 1, 38, 2, 38, 4	Implement recommendations from the review of data collection and management	Develop Data Strategy	Develop implementation plan for Data Strategy	Implement Data Strategy	Develop Data Sharing Agreement Template based on the Data Sharing and Governance Act Model	Implement Data Sharing Agreements (DSAs) for all new inbound and outbound sharing requests Develop schedule to apply DSAs to all sharing arrangements	AGS
			Develop Publication Scheme for Use of Force Data		Develop a comprehensive IT solution for Use of Force data to allow for full publication in 2021		AGS
Quarterly signals							



SCALING PHASE IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Digital Strategy 22.3, 39.1, 39.2, 44, 44.1, 44.2, 44.3, 44.4, 44.5, 45.2, 45.3, 45.5, 45.6, 47	Draft general scheme of Garda Síochána (Digital Recordings) Bill allowing for use of body worn cameras, and extending use of CCTV and Automatic Number Plate Recognition (ANPR) devices by AGS	Drafting of Garda Síochána (Digital Recordings) Bill allowing for use of body worn cameras, and extending use of CCTV and Automatic Number Plate Recognition (ANPR) devices by AGS	Drafting of Garda Síochána (Digital Recordings) Bill allowing for use of body worn cameras, and extending use of CCTV and Automatic Number Plate Recognition (ANPR) devices by AGS	Drafting of Garda Síochána (Digital Recordings) Bill allowing for use of body worn cameras, and extending use of CCTV and Automatic Number Plate Recognition (ANPR) devices by AGS	Drafting of Garda Síochána (Digital Recordings) Bill allowing for use of body worn cameras, and extending use of CCTV and Automatic Number Plate Recognition (ANPR) devices by AGS	Drafting of Garda Síochána (Digital Recordings) Bill allowing for use of body worn cameras, and extending use of CCTV and Automatic Number Plate Recognition (ANPR) devices by AGS	D/Justice AGS

Quarterly signals

SCALING PHASE IMPLEMENTATION OVERVIEW

Structures & Operations





SCALING PHASE IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Procurement Decision Making 18	Build procurement capacity	Develop business ownership document	e-Tender process for eProcurement	Implement streamlined procurement processes in selected areas			AGS
Quarterly signals		Define specification requirements for eProcurement system					AGS D/Justice
Reassignment of non-core duties 19, 20, 20.3, 20.4, 20.5	Identify, with relevant partner agencies, non-core duties for divestment in 2020/2021	Identify further potential efficiencies to reduce need for unnecessary escort of prisoners including consolidated committal warrants	Progress legislative provisions extending the use of video link for pre-trial hearings	Conduct review on the role of AGS in prosecution decisions	Prepare final report and implementation plan	Final report and implementation plan re. role of AGS in prosecution decisions submitted to Government	
Quarterly signals	Interim report on role of AGS in prosecution decisions prepared for Government						



SCALING PHASE IMPLEMENTATION OVERVIEW

Structures & Operations



Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Reassignment of non-core duties (contd.) 19, 20, 20.3, 20.4, 20.5	Conduct review on Courts Security	Recommendations on Courts Security brought to Criminal Justice Strategic Committee Sub Group	Implement recommendations				D/Justice
Quarterly signals		Conduct review on serving of summonses	Implement recommendations	Commence implementation of review findings			
		Carry out a review of immigration functions and structures					
		Recommendations on Courts Security brought to Criminal Justice Strategic Committee Sub Group					
AGS Security & Intelligence Capability 8		Implement Security & Intelligence operating model	AGS				
			Strengthen Security and Intelligence capability through roll out of new technical capability				
Quarterly signals							



SCALING PHASE IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Independent Examiner 9.1, 9.2	Finalise general scheme of the Policing and Community Safety Bill Scoping paper on structures and resources required to provide strategic direction to and drive readiness for implementation of the legislation within D/Justice and across the sector finalised and signed-off	Draft Policing and Community Safety Bill	Publish Policing and Community Safety Bill	Legislative process commences			D/Justice
National Security 9.3	Quarterly signals		Comprehensive review of the legislative framework within which police and other agencies operate in the area of national security				D/Justice



SCALING PHASE IMPLEMENTATION OVERVIEW



Independent Oversight

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Develop arrangements for transition to new oversight framework 12, 12.1, 12.2, 12.3, 12.4, 13, 13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 13.7, 14.2, 14.3	Finalise general scheme of the Policing and Community Safety Bill Scoping paper on structures and resources required to provide strategic direction to and drive readiness for implementation of the legislation within D/Justice and across the sector finalised and signed-off	Draft Policing and Community Safety Bill	Publish Policing and Community Safety Bill	Legislative process commences			D/Justice

Quarterly signals



SCALING PHASE IMPLEMENTATION OVERVIEW

Partnerships

Priority and relevant recommendations	Term 1 (Q4 2020)	Term 2 (Q1 2021)	Term 3 (Q2 2021)	Term 4 (Q3 2021)	Term 5 (Q4 2021)	Term 6 (Q1 2022)	Lead Organisation(s)
Multi Disciplinary Approaches and Collaborative Working 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 6		Explore opportunities to enhance multi-disciplinary approaches			Implement Criminal Justice Strategy		D/Justice AGS D/Health HSE DCYA Tusla
	Develop Criminal Justice Strategy				Special Expert Forum to consider the effectiveness of existing legislation and propose new ways forward, including new powers for An Garda Síochána and additional interventions to support parenting of offenders		
		Establish a Special Expert Forum on antisocial behaviour					
		Examine recommendation on crisis intervention teams in the context of community safety policy development					
			Finalise general scheme of the Policing and Community Safety Bill	Draft Policing and Community Safety Bill	Publish Policing and Community Safety Bill	Legislative process commences	
			Scoping paper on structures and resources required to provide strategic direction to and drive readiness for implementation of the legislation within D/Justice and across the sector finalised and signed-off				
Quarterly signals							
Community Partnerships 22.1, 22.2, 39.1, 40	Researching best practice from other jurisdictions	Develop guidelines for community partnerships aligned with policy	Develop	Implement new approach to community partnerships aligned with policy development on community safety	AGS		
		Implementation Plan for AGS Diversity and Integration Strategy		Monitor the implementation of the AGS Diversity and Integration Strategy			
Quarterly signals							

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