

A POLICING SERVICE FOR THE FUTURE

Implementing the Report of the Commission on the Future of Policing in Ireland



Rialtas na hÉireann
Government of Ireland

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OVERVIEW OF HIGH LEVEL IMPLEMENTATION PLAN

Introduction

The Report of the Commission on the Future of Policing in Ireland (CoFPI) was published in September 2018 and is 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, and a comprehensive set of recommendations to meet not just current, but also future challenges.

This document sets out an ambitious 4 year Plan for the implementation of the recommendations outlined in 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 Equality and An Garda Síochána. This 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. The Plan is ambitious, but realistic. Some of the recommendations may not be easy to implement or will take time. Attempts have been made to tackle some of the issues identified by the CoFPI Report before and have failed or not produced the required outcomes. However, these are not reasons to avoid tackling the big challenges. This Plan will be a living document, and will be updated as required on a biannual basis. Throughout the implementation process, the Policing Reform Implementation Programme Office will be reviewing planned activities 6 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. 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 8.

PROJECT PHASING

The programme is set out across four key phases: *Building Blocks*; *Launching*; *Scaling*; and *Consolidation*. The two initial phases for Year 1 of implementation (2019) are the *Building Blocks* and *Launching* phases. These phases are both 6 months in duration and are necessarily short to ensure momentum and show progress at an early stage. The *Building Blocks* phase (which runs from January to June 2019) sets the programme up for success. All high priority actions are commenced in this phase. As a programme plan is developed in further detail, additional key milestones will be agreed and documented. Each of the phases are outlined in more detail on page 10.



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 the Implementation Plan. 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 and Equality; 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, 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 the Plan.

In addition, a Policing Reform Implementation Programme Office has been established in the Department of the Taoiseach with the purpose of driving implementation of the Plan. The Programme Office has been resourced with appropriate expertise in the areas of project management; policing; justice; and public service reform. The Programme Office will devise status reporting arrangements in respect of the implementation of the Plan which will feed into a proactive risk management process. The Programme Office will also provide progress reports on the delivery of the Plan to the High Level Steering Board and Cabinet Committee G on a quarterly basis. The Programme Office 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.

IMPLEMENTATION & OVERSIGHT STRUCTURES

Cabinet Committee G

High Level Steering Board on Policing Reform Chair: Secretary General, Department of the Taoiseach

Membership: SG D/JE; SG D/PER; AGS Commissioner; Chair of the Implementation Group on Policing Reform.
Other SGs may attend as required from D/Health; D/CYA; D/HPLG; D/EASP; D/CCAIE; D/Defence; D/FAT.

Implementation Group on Policing Reform Chair: Helen Ryan

Membership: A/Sec DoT; A/Sec D/JE; A/Sec D/PER; A/Sec (or equivalent) AGS.
Other A/Secs may attend as required from D/Health; D/CYA; D/HPLG; D/EASP; D/CCAIE; D/Defence; D/FAT.

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.



IMPLEMENTATION WORKSTREAMS AND ENABLERS

The CoFPI recommendations will be implemented across five workstreams, with three enablers identified as necessary to support effective delivery.

All recommendations and actions will be 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 THE IMPLEMENTATION PLAN

The Plan will be delivered across 4 phases over the implementation timeframe – *Building Blocks; Launching; Scaling; and Consolidation.*

Building Blocks Jan 2019– Jun 2019 <i>6 months</i>	Launching Jul 2019- Dec 2019 <i>6 months</i>	Scaling Jan 2020 – Jun 2021 <i>18 months</i>	Consolidation Jul 2021 – Dec 2022 <i>18 months</i>
<p>Building Blocks</p> <ul style="list-style-type: none"> • The building blocks are the foundations of success • The objective of this phase is to prioritise and commence delivery of the key actions that will deliver impact and set the programme up for success • These key actions signal change and reform <p>Launching</p> <ul style="list-style-type: none"> • The Launching phase will involve implementation of the building blocks • The 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 momentum • This critical phase is when delivery of the majority of the actions outside the critical building blocks will be started or executed • Good progress will be made across actions that require a longer implementation timeframe • This 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 fruition • All remaining recommendations are addressed during this phase. Delivery of recommendations will not commence in 2022. However, delivery will continue if necessary • New practices are embedded during this phase • Project 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 (Jan 2019 – Dec 2019)

Workstream	Priorities	Co-PI recommendation(s) addressed (in whole or part)
Leadership & Accountability 	Human Rights [Establishment of Unit, Strategy, Training materials, training, Policing Authority to consider recruitment of Human Rights Adviser, Code of Ethics, Commence codification of legislation on arrest, search and detention]	1, 2, 3, 42
	Performance management [performance management systems, promote awareness of performance management among managers and jobholders, review, adjust and approve probation policy for Gardaí]	14, 22, 31, 32, 33, 37, 43
	Commissioner as true CEO [IR, multi-annual budgeting, estate management, examine SMT 5 year contracts]	11, 16
	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]	36, 42
	Corporate Governance Framework [Review Corporate Governance Framework, Review Risk Management Framework]	37, 50
	Statutory Board [legislative preparations]	17
	New Uniform [pilot, commence procurement]	35
	Reform current roster [research, engagement, develop implementation plan]	28, 35
	Review allowances [review current allowances, design new system of allowances]	35
	Wellness programme [strategy development, review / update policy for post-incident support review and signposting]	34
People 	Learning and development [Director, Expert Review Group, commence drafting strategy, eLearning / blended learning, CPD curriculum, update Probationer Garda training]	27, 28, 30, 31, 32, 33, 38
	Revise discipline system [review existing processes, engage with legal experts, Gardaí and Garda staff, develop new regulations, develop anti-corruption unit]	14, 28
	Workforce planning & modernisation (including Civilianisation) [census, job specs, pause Garda Reserve recruitment & review role, workforce plan roadmap, execution]	21, 26, 28, 29, 38, 46
	One Organisation [develop roadmap]	27


IMPLEMENTATION OVERVIEW

Building Blocks and Launching Phases (Jan 2019 – Dec 2019)

Workstream	Priorities	Co-PI recommendation(s) addressed (in whole or part)
Structures & Operations 	<p>Organisational operating model (including local policing model) [set vision, design, plan, pilot, commence implementation]</p> <p>Data & Analytics [Chief Data Officer, Review of data collection & management]</p> <p>Digital strategy (including modernising core technology platform) [Mobile technology, CMS, IMS, PEMS, RDMS, CAD, legislative preparation for the deployment of body worn cameras; review current technology 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, prevention of harm as core objective]</p> <p>Strategic Threat Analysis Centre (STAC) [define role, appoint National Security Co-ordinator, 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>	<p>8, 21, 23, 24, 25, 26, 37, 38, 39, 45, 46, 49</p> <p>38</p> <p>22, 39, 44, 45, 47</p> <p>18</p> <p>19, 20</p> <p>7</p> <p>8</p> <p>9</p>
Independent Oversight 	<p>Develop arrangements for transition to new oversight framework [Prepare general scheme of Bill, commence drafting of Bill]</p> <p>Reporting [AGS to prepare report for consideration by Oireachtas Committee; Cabinet Committee G to meet twice a year with focus on community safety; Commissioner to engage with Oireachtas Committee on schedule of reporting]</p>	<p>12, 13, 14</p> <p>10</p>
Partnerships 	<p>Multi-disciplinary approach [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, Policing Authority to consider reviewing guidelines on Joint Policing Committees]</p> <p>Change Capacity [AGS Expert panel, senior leadership support and team supports in place]</p> <p>Leadership communications is critical [Develop communications plan]</p> <p>Legislative work to commence on:</p> <ul style="list-style-type: none"> • The Policing and Community Safety Bill to replace the Garda Síochána Act • Redefine policing to include prevention of harm and place an obligation on other state agencies to cooperate with AGS • Provide for Statutory Board of AGS and new independent oversight framework • Operational independence of Commissioner <p>Recording of images (incl. body worn cameras)</p> <p>Codify legislation defining police powers of arrest, search and detention</p> <p>Independent Examiner</p>	<p>5, 6</p> <p>22, 39, 40</p>


IMPLEMENTATION OVERVIEW

Scaling Phase (Jan 2020 – Jun 2021)

Workstream	Priorities	CoFPI recommendation(s) addressed (in whole or part)	
Leadership & Accountability 	Human Rights [Embed Code of Ethics, in-service training for Gardai and Garda staff, 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 [implement estate management proposal] Leadership development and communications [Ongoing training (including on organisational culture), embed communications initiatives and psychological safety, implement internal communications strategy, PAF Phase 3 implementation] Corporate Governance Framework [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, Roll-out] Reform current roster [finalise development of new roster, implement] Review allowances [engagement with Gardai and Garda staff via IR framework, 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 LMS, increase training capacity, Garda Access Programme, embed CPD, training for managers on managing probation, 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 & modernisation (including Civilianisation) [Implement recommendations of Garda Reserve review, embed workforce planning, increase alternative entry routes] 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 27

IMPLEMENTATION OVERVIEW

Scaling Phase (Jan 2020 – Jun 2021)

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 & 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>	<p>8, 21, 23, 24, 25, 26, 37, 38, 39, 45, 46, 49</p> <p>38, 40</p> <p>22, 38, 39, 44, 45, 47</p> <p>20</p> <p>8</p> <p>9</p> <p>9</p>
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>	<p>3, 12, 13, 14</p> <p>15</p>
Partnerships 	<p>Multi-disciplinary approach [National protocols in place, Joint Strategic Plans submitted annually to Cabinet Committee G]</p> <p>Community partnerships [continue to implement new approach]</p>	<p>5</p> <p>22, 39, 40</p>
Enablers: Change Capacity; Communication & 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 AGS • Provide for board of AGS and new independent oversight framework • Operational independence of Commissioner <p>Recording of images (incl. body worn cameras)</p> <p>Codify legislation defining police powers of arrest, search and detention</p>	





IMPLEMENTATION OVERVIEW

Consolidation Phase (Jul 2021 – Dec 2022)

Workstream	Priorities	CofPI 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]	1, 3 22, 37, 43 11, 16 36, 42
	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 & modernisation (including Civilianisation) [Mobility] One Organisation [continue to implement roadmap, recruit Garda staff directly to An Garda Síochána]	34 28, 30, 31, 32, 33, 38 14, 28 21, 26, 28, 29, 38, 46 27
	Organisational operating model (including local policing model) [continue implementation] Data & 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
	Structures & Operations 	

IMPLEMENTATION OVERVIEW

Consolidation Phase (Jul 2021 – Dec 2022)

Workstream	Priorities	CoFPJ recommendation(s) addressed (in whole or part)
<p>Partnerships</p>  <p>Enablers: Change Capacity; Communications & Engagement; Legislation</p>   	<p>Multi-disciplinary approach [Process of review]</p> <p>Community partnerships [social media strategy]</p> <p>Change Capacity Leadership communications is critical [Continued implementation of communications plan] New legislative framework to be implemented on: Recording of images Legislation defining police powers of arrest, search and detention codified</p>	<p>5</p> <p>22, 39, 40</p>



2019 IMPLEMENTATION OVERVIEW

Leadership & Accountability

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Human Rights 1, 2, 2.1, 2.2, 2.3, 3, 42	Establish Human Rights Unit				AGS SMT AGS HRM AGS Human Rights Unit Garda College Policing Authority D/JE D/PER	Resourcing Human Rights Director and staff Training capacity Increased policy capacity
	Framework established informing Human Rights Strategy	Develop Strategy as set out in the Framework				
	Assessment of key policy, practices, and training materials to identify human rights issues	Revise and implement policies, practices, and continue to provide training to ensure compliance with key human rights				
	Human Rights Unit to assist Superintendents with the assessment of the most vulnerable in the criminal justice system					
Deliver Guidance and Policy to protect most vulnerable in the criminal justice system						
Re-establishment of Strategic Human Rights Advisory Committee (SHRAC)			Policing Authority considers reviewing Code of Ethics			
		Commence codification of legislation defining police powers of arrest, search and detention				
			Policing Authority considers appointing Human Rights Advisor			
Quarterly signals	Human Rights Unit established; Framework informing Human Rights Strategy established	Proposals brought to Government on codification of legislation defining police powers of arrest, search and detention		Strategy sign-off; Training materials updated		



2019 IMPLEMENTATION OVERVIEW

Leadership & Accountability

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Performance Management 14.1, 14.2, 22.1, 31.6, 32.1, 33.1, 37, 43.2, 43.3	Drive and monitor PALF use	Plan to integrate performance management across Gardai & Garda staff	Agree performance management with Associations & Unions	Develop implementation plan	AGS SMT AGS HRM Garda College AGS Managers AGS Jobholders D/PER D/JE	Training budget ICT support Training capacity / facilities
		Agree reporting structures with Associations & Unions	Agree Probation Policy	Approve Probation Policy		
		Review Probation Policy for Gardai	Adjust Probation Policy	Issue communications to promote awareness of Performance Management		
Quarterly signals		Garda Probation Policy reviewed	Probation Policy adjusted; 40% PALF usage	Probation Policy approved; Performance management implementation plan developed		



2019 IMPLEMENTATION OVERVIEW

Leadership & Accountability



Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements	
Commissioner as True CEO 11.1, 11.2, 11.3, 16, 16.1, 16.2, 16.4	Finalise Industrial Relations (Amendment) Bill 2018				D/JE & AGS D/PER D/BEI OPW AGS SMT	Recruitment budget	
	Finalise IR Regulations						
	Directly engage IR, change management, HR and Financial expertise						
	Formalise interim arrangement for sanctioning posts						
	Establish framework for multi annual budget and delegated sanctions						
	Interim costed Policing Plan			Fully-costed Policing Plan			
				Establish IR Structures in AGS			
		IR / HR / Financial capacity building and knowledge transfer					
		Develop proposal on estate management		Engagement re. estate management proposal			
		Paper on SMT 5 year contracts		Decide policy			Implement estate management proposal
Quarterly signals	Industrial Relations (Amendment) Bill enacted	Framework for multi annual budget and delegated sanctions established; IR Regulations finalised	Decision made on policy on SMT 5 year contracts	Control of IR and Finance transferred to AGS; Estate management implementation commenced			



2019 IMPLEMENTATION OVERVIEW

Leadership & Accountability

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Leadership Development and communication 36.1, 36.2, 36.3, 42	Senior Leadership and Senior Management Training - Governance Responsibilities	Review / create awareness of leadership programme and develop training (incl. culture, code of ethics and psychological safety)	Implement continual improvements for leadership development. Training ongoing		AGS SMT Garda College AGS Strategic Transformation Office (STO) AGS ICT AGS PAF Business owner AGS HRM AGS Director of Communications AGS Corporate Services Governance D/PER D/IE	Training capacity Training budget ICT support Expertise
	Develop staff culture engagement proposal	Identify areas for improvement and enhance awareness	Pilot staff culture engagement proposal	Implement staff culture engagement proposals		
	Document current communications processes		Promote culture of learning			
	Identify areas for improvement and recommendations					
		Design new communications process				
		Implement improved communications with all personnel				
		Develop internal communications strategy				
		Implement Performance and Accountability Framework (PAF) Phase 2a				
			PAF Phase 3 Planning and Development Ongoing			
			PAF Phase 2a implemented; New communications process designed			
Quarterly signals	SMT trained on governance responsibilities; Head of Internal Communications appointed		PAF Phase 2a implemented; New communications process designed	Internal communications strategy sign-off		



2019 IMPLEMENTATION OVERVIEW

Leadership & Accountability

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Corporate governance framework 37, 50			Review corporate governance framework	Review risk management framework	AGS SMT D/JE	
Quarterly signals			Corporate governance framework reviewed	Risk management framework reviewed		
Statutory Board 17	Draft general scheme of the Policing and Community Safety Bill		Consultation on draft Amendment of draft and preparation for submission to government	Drafting of bill	D/JE Cabinet Committee G AGS Garda Inspectorate Policing Authority GSOCC D/PER	
Quarterly signals		Draft of general scheme prepared	General scheme approved by government	Drafting of Bill commences		



2019 IMPLEMENTATION OVERVIEW

People

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
New Uniform 35	Pilot ongoing		Commence procurement activities		AGS procurement D/PER AGS Uniform working group OGP AGS HRM D/IE	Budget
Quarterly signals	Pilot ongoing		Procurement commenced			
Reform current roster 28,3, 35	Research, workshops & engagement with key stakeholders		Engage via IR framework	Communications and change management Develop Implementation Plan	AGS SMT AGS HRM Garda Representative associations D/PER D/IE	Independent IR facilitator Negotiating team Technical support groups
Quarterly signals		Management decision on roster reform		Development of implementation Plan commenced		
Review allowances 35			Document and review current Gardaí and Garda staff allowances and processes Identify opportunities for improvement and streamlining	Design new system of allowances and processes	AGS SMT AGS HRM D/PER D/IE	Skilled resources
Quarterly signals			Current processes documented			

2019 IMPLEMENTATION OVERVIEW



People

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Wellness programme 34		Conduct research (open research, interdepartmental, focus groups)	Assess current Health, Welfare and Wellness Strategy	Develop Health, Welfare and Wellness strategy Develop strategy implementation plan Develop/update policy for post-incident support review and signposting (PSRS) Review and approve policy Align resources to support PSRS policy	AGS HRM AGS CMO AGS SMT AGS Employee Welfare Service AGS Finance section D/JE	Wellness budget Additional skilled Occupational Health resources External research
Quarterly signals			Current strategy assessed	Health, Welfare and Wellness strategy signed-off; PSRS policy updated		



2019 IMPLEMENTATION OVERVIEW

People

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Learning and Development 27.2, 28, 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	Create job specification for Expert L&D Director	Run competition to appoint Expert Director L&D Develop TOR for expert review group	Interview candidates Establish high level expert review group	Decision re appointment	AGS Garda College Expert Review Group AGS HRM PAS AGS Procurement AGS ICT D/PER Policing Authority	L&D budget ICT budget External experts Resources Accommodation
		Commence Garda staff training - OneLearning	Commence Garda staff training - OneLearning	Draft chapter on recruits/probationers Draft chapter on in-service training Draft chapter on leadership development		
		Continue implementation of eLearning	Continue implementation of eLearning	Draft chapter on L&D Strategy		
		Increase training capacity	Increase training capacity	Draft chapter on leadership development		
		Conduct ICT survey of training sites	Conduct ICT survey of training sites	Continuous improvements		
		Procurement activities for Garda LMS	Procurement activities for Garda LMS	Update Garda probationer training CPD Curriculum introduction		
Quarterly signals	L&D Director post advertised	Expert review group appointed	L&D Director appointed; L&D Strategy commenced; Phase 1 report of expert group; Training ongoing			



2019 IMPLEMENTATION OVERVIEW



People

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Revise Discipline System 14, 14.1, 14.2, 14.3, 14.4, 28.2	Document & Review existing discipline processes & procedures Identify opportunities for improvement	Develop local intervention policy and evaluation in co-operation with complaints body Engage with legal experts			AGS SMT AGS-AC Governance & Accountability D/JE Independent Complaints Body	Increase policy capacity Increased resources for Internal Affairs and Policy & Governance Co-Ordination Unit
		Engage Gardai and Garda staff via IR Framework		Develop and propose new regulations		
	Develop anti-corruption Unit					
Quarterly signals		Discipline processes reviewed		New regulations developed		



2019 IMPLEMENTATION OVERVIEW

People

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Workforce planning and modernisation (including Civilianisation) 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	Organisation census Consolidate census returns	Develop interim workforce plan based on census Pause recruitment, review, and develop Garda Reserve Strategy	Execute workforce plan (incl. adequate no.s of sergeants and inspectors) Engagement re: Garda Reserve Strategy via IR framework	Develop and preparation for Reserve recruitment drive	AGS HR AGS Business Sponsor AGS SMT D/PER Policing Authority D/JE PAS	Organisation operating model (dependency) Training resources
	Consider opportunities for secondments, transfers and temporary assignments	Proposal developed for a highly targeted severance programme	Develop and update job specifications (indicating whether police powers are necessary) on ongoing basis and informed by operating model design	Civilianisation ongoing		
	Civilianisation ongoing	Civilianisation ongoing	Civilianisation ongoing	Civilianisation ongoing		
Quarterly signals	Census complete; 120 Garda staff recruited; 75 redeployments; 100 Garda Reserves recruited	Interim workforce plan complete; Proposal submitted to Government for a highly targeted severance programme; 200 Garda recruited; 200 Garda staff recruited; 150 redeployments	PAS competition to appoint sergeants; 200 Garda recruited; 200 Garda staff recruited; 75 redeployments	Execution of workforce plan; 200 Garda recruited; 220 Garda staff recruited; 200 redeployments	D/PER D/JE AGS PAS	
One organisation 27.1	Develop Roadmap					
Quarterly signals				Roadmap developed		

2019 IMPLEMENTATION OVERVIEW

Structures & Operations



Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Organisational operating model 8, 23, 24, 25.1, 25.2, 26, 26.4, 37, 38.1, 38.3, 39.1, 45.4, 46, 49.2	Set vision & strategy Establish baseline of current model	Design the blueprint Implementation planning	Implementation	Implementation ongoing	AGS SMT AGS HR AGS Project team D/PER D/JE	Budget ICT resources External expertise
	Quarterly signals Local policing model 21, 21.6, 23	Strategy set Pilot design implemented Go live / post go live support	Organisation blueprint Q1 Pilot evaluation design and planning	Implementation commenced Q2 Pilot evaluation design and planning	Implementation ongoing Design approach for Phase 2 Divisions Review and implement	AGS Project team D/PER D/JE
Quarterly signals	Continue establishment of Divisional Protective Services Units Pilot implemented			Evaluation complete and phase 2 planning commenced		



2019 IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Data and analytics 38, 38.1, 38.2, 38.4		<p>Create job spec for Chief Data Officer</p> <p>Advertise post</p>	<p>Interview candidates</p> <p>Decide appointment</p>	<p>Review data collection and management process including functions of Garda Information Services Centre</p> <p>Commence implementing changes</p>	<p>AGS SMT AGS Chief Data Officer AGS Analyst Service AGS HRM PAS AGS IT D/PER D/JE Policing Authority</p>	<p>Budget ICT Resources</p>
Quarterly signals		<p>Chief Data Officer job specification completed and post advertised</p>	<p>Chief Data Officer appointed</p>	<p>Data collection and management plan developed; Implementation commenced</p>		



2019 IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
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	Develop digital strategy				AGS IT AGS Project teams Garda College AGS FCPO GCVU D/PER D/JE	ICT Budget Resources IT project deployment / business support teams Training capacity
	Legislative preparation for deployment of body worn cameras					
	Deploy Enterprise Content Management System (DM Region)					
	Deploy ECMS (E Region)					
	Deploy ECMS (S Region)					
	Deploy ECMS (W Region)					
	Deploy ECMS (N Region)					
	ECMS deployed to HQ & specialist					
	Deploy ECMS (SE Region)					
	Investigation Management System Phase 1	Investigation Management System SE Region	Investigation Management System SE Region	Investigation Management System SE Region		
	Installation of Roster and Duty Management System equipment	Rollout of RDMS to Garda College, Garda Central Vetting Unit, Fixed Charge Processing Unit	RDMS deployment continues	RDMS deployment continues		
Deploy Computer Aided Dispatch System W Region	Deploy CAD to S and SE Region	Deploy CAD to S and SE Region	CAD deployment continues	CAD deployment continues		



2019 IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
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	Develop mobile devices business case	Deploy Property and Exhibits Management System e-learning roll out in line with IMS		Acquire and commence rollout of 2,000 devices to frontline policing	AGS IT AGS Project teams Garda College AGS FCPO GCVU D/PER D/JE	ICT Budget Resources IT project deployment / business support teams Training capacity
			Review current technology platform and make recommendations	Procurement of CAD 2 Schengen technical readiness		
Quarterly signals	IMS Phase 1 implemented; CAD deployed to W Region	Digital strategy complete; Proposals submitted to Government for legislation to underpin the use of recording devices (incl. body worn cameras)	ECMS deployed to E & S regions; IMS deployed to SE Region; CAD deployed to S & SE Regions	Drafting of scheme of Video Recordings Bill commenced; Mobile device business case developed and rollout commenced		

2019 IMPLEMENTATION OVERVIEW

Structures & Operations



Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Procurement decision making 18		Document and review current processes Design to-be process Internal and external consultation		Commence implementation of recommendations	AGS Procurement AGS Finance D/PER OGP OGCIO D/IE D/Defence Defence Forces	ICT Budget Resources Expertise
Quarterly signals		Processes reviewed; As-is processes documented	To be process designed	Implementation of recommendations commenced		
Reassignment of non-core duties 19, 20, 20.3, 20.4, 20.5	Conduct review to identify non-core duties Prison escorts review group develop recommendations		Conduct review on court security	Implement recommendations Commence review on prosecution decisions	D/IE Irish Prison Service AGS Policing and Security D/PER Courts Service D/Defence Defence Forces Office of the DPP	
Quarterly signals	Non-core duties identified			Reviews completed		



2019 IMPLEMENTATION OVERVIEW

Structures & Operations

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Strategic Threat Analysis Centre 7.1, 7.2, 7.3	DoT prepare paper on role and governance of STAC and Co-ordinator	Development of MOUs and draft strategy statement for HLSB			DoT AGS SMT D/JE D/CCAE D/Defence D/FAT Defence Forces D/TTAS Revenue D/PER	Budget Staff
	Appoint National Security Co-ordinator Identify and secure premises Procure IT systems	Submit MOU & strategy statement for approval by government STAC SOPs to be submitted by Co-ordinator to NSC		First strategic analysis reports to be shared with Departments and Agencies Engagement with Agencies on development of National Security Strategy		
Quarterly signals	Paper prepared; National Security Co-ordinator appointed	MOUs and strategy statement developed; SOPs submitted		Strategic analysis reports shared		
AGS Security & Intelligence Capability 8	AGS develop perspective on strengthened security and intelligence capability Identify and obtain Security & Intelligence requirements to strengthen capability				AGS SMT D/JE D/CCAE D/Defence DoT D/FAT Defence Forces D/TTAS Revenue	Budget Resources
Quarterly signals			Capability requirements identified			
Independent Examiner 8				Drafting of Scheme of Independent Examiner Bill commences	D/JE AGS SMT D/CCAE D/Defence D/FAT Defence Forces D/TTAS Revenue D/PER	
				Drafting of Bill commences		
Quarterly signals						



2019 IMPLEMENTATION OVERVIEW



Independent oversight

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
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	Draft general scheme of the Policing and Community Safety Bill	Draft of general scheme prepared	Consultation on draft Amendment of draft and preparation for submission to government	Drafting of bill	D/JE Cabinet Committee G AGS Garda Inspectorate Policing Authority GSOC D/PER	
		Draft of general scheme approved by government Cabinet Committee G meeting focused on community safety AGS to prepare report for Oireachtas Committee	General scheme approved by government Cabinet Committee G meeting focused on community safety	Drafting of Bill commences Cabinet Committee G meeting focused on community safety	DoT AGS	
Quarterly signals Reporting 10, 5.5		Draft of general scheme prepared Cabinet Committee G meeting focused on community safety AGS to prepare report for Oireachtas Committee	General scheme approved by government Cabinet Committee G meeting focused on community safety	Drafting of Bill commences Cabinet Committee G meeting focused on community safety	DoT AGS	
Quarterly signals		Cabinet Committee G meets; Commissioner engaged with Oireachtas Committee		Report prepared; Cabinet Committee G meets		



2019 IMPLEMENTATION OVERVIEW

Partnerships

Priority and relevant recommendations	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Stakeholders (lead in bold)	Additional requirements
Multi disciplinary approaches 5.5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 6	Map and standardise existing joint working protocols	Identify joint operations and training opportunities	Identify joint operations and training opportunities	Identify joint operations and training opportunities	AGS D/JE D/Health D/CYA D/HPLG D/EASP D/RCD D/Defence Defence Forces	
	Review information sharing protocols					
	Roadmap for implementing national protocols to relevant sectors	Commence implementation of roadmap	Commence implementation of roadmap	Commence implementation of roadmap	Develop cross agency approach to strategic planning	
	Draft general scheme of the Policing and Community Safety Bill	Consultation on draft	Amendment of draft and preparation for submission to government	Drafting of bill		
Quarterly signals	AGS / Tusla Information Sharing Protocol finalised	AGS / Tusla Joint Working Protocol reviewed	Roadmap developed	Cross agency approach to strategic planning developed		
Community partnerships 22.1, 22.2, 39.1, 40	Review current partnerships	Develop new approach (per Op Model)		Implement new approach	AGS SMT AGS Project team AGS - All Districts and Divisions Policing Authority	
		Policing Authority to consider reviewing guidelines on Joint Policing Committee				
Quarterly signals		Current partnerships reviewed	New approach developed	Implementation commenced		

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