



ACTION PLAN FOR THE
IMPLEMENTATION OF THE
RECOMMENDATIONS OF THE GARDA HUMAN RIGHTS AUDIT REPORT

Status Report as at 31st March 2007

PRIORITY AREA 1: DEVELOPING AND UNDERPINNING A COMPREHENSIVE HUMAN RIGHTS ETHOS AND STRUCTURE

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>1.1 Establish a management and organisational structure capable of driving forward the implementation of the Garda Human Rights Initiative and the recommendations of the Audit Report.</p>	<p>1. <i>Designate responsibility for the implementation of the Commissioner's Action Plan to an officer of Commissioner rank</i></p> <p>Assistant Commissioner Human Resource Management was appointed as Human Rights Champion with responsibility for lead out of the Garda Human Rights Audit.</p>	<p>1st April 2005</p> <p><i>Action 1</i> 16th May 2005</p>	<p>29th July 2005</p>

PRIORITY AREA 1: DEVELOPING AND UNDERPINNING A COMPREHENSIVE HUMAN RIGHTS ETHOS AND STRUCTURE			
OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
1.2 Establish a Garda Strategic Human Rights Advisory Committee.	<p><i>1. Agree composition of the Committee and set terms of reference.</i></p> <p>A Strategic Human Rights Advisory Committee was established and held its inaugural meeting on 24th October 2005. The composition of the Committee is;</p> <ul style="list-style-type: none"> • A/ Commissioner Human Resource Management (Chair) • C/ Superintendent Michael Feehan, DMR North Central • C/ Superintendent Pat Hogan, Garda HQ • C/ Superintendent Patrick Leahy, Professional Standards Unit • Superintendent Yvonne O'Connor, Garda College • Superintendent Sarah Meyler, Professional Standards Unit • Superintendent David Kavanagh, Garda HQ • Inspector Aidan Brennan, Garda College • Ms. Lia O' Hegarty, Irish Human Rights Commission • Ms. Mary O'Rawe, Barrister • Mr. Mark Kelly, Irish Council for Civil Liberties • Ms. Carol Baxter, Equality Authority • Ms. Fiona Crowley, Amnesty International • Mr. Michael Gleeson, Department of Justice, Equality and Law Reform • Sergeant Niall Featherstone, Garda College (Secretary) 	<p>1st April 2005</p> <p><i>Action 1</i> 15th May 2005</p>	29 th July 2005

	<p>The <u>terms of reference</u> of the Committee are;</p> <p><i>To advise the Commissioner and Senior Management of An Garda Síochána on how to;</i></p> <p><i>a) progress implementation of Human Rights initiatives to bring about cultural change across the organisation</i></p> <p><i>b) promote human rights policies and procedures internally and externally</i></p> <p><i>c) To ensure that best Human Rights practice is at the core of our policing service.</i></p> <p>The Committee has met on the following dates;</p> <p>24th October 2005 6th June 2006 19th September, 2006 25th October, 2006 23rd November, 2006 23rd March 2007.</p> <p>The Committee also hosted an ‘Information Seminar’ with The Garda Síochána Ombudsman Commission and the Garda Síochána Inspectorate on 7th March 2007. The seminar provided a forum to exchange information on the roles and functions of each of the institutions and the complementary roles between the entities.</p>		

PRIORITY AREA 1: DEVELOPING AND UNDERPINNING A COMPREHENSIVE HUMAN RIGHTS ETHOS AND STRUCTURE

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>1.3 Strengthen and enhance the mandate and capability of the Garda Human Rights Office and the Garda Racial and Intercultural Office.</p>	<p><i>1. Determine purpose and strategic contributions of each office.</i></p> <p>A draft ‘Human Rights and Diversity Training Strategy’ for the organisation has been drafted and circulated for consideration by the Strategic Human Rights Advisory Committee (SHRAC).</p> <p><i>2. Provide additional fulltime professionally qualified staff.</i></p> <p>Staffing at the Garda Human Rights Office comprises of 2 Sergeants and 1 Garda.</p> <p>Staffing at the Garda Racial and Intercultural office comprises of 1 Sergeant and 2 Gardai.</p> <p><i>3. Clarify areas of common interest; align and integrate effort.</i></p> <p>Deputy Commissioner, Strategic and Resource Management is currently conducting an analysis of the roles and functions of the Garda Racial & Intercultural Office and the Garda Human Rights Office.</p>	<p>1st April 2005</p> <p><i>Actions 1 & 2:</i> 01.07.06 03.09.06 31.12.06 01.01.07</p> <p><i>Action 3:</i> 01.07.06 01.04.07</p>	<p>28th October 2006</p>

PRIORITY AREA 1: DEVELOPING AND UNDERPINNING A COMPREHENSIVE HUMAN RIGHTS ETHOS AND STRUCTURE

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>1.4 Conduct a Human Rights impact assessment on all current policies and operational procedures to ensure human rights compliance.</p>	<p><i>1. Develop assessment templates.</i></p> <p>A draft ‘assessment template’ has been developed and circulated for consideration by the Strategic Human Rights Advisory Committee and the Professional Standards Unit. This has been done with a view to developing an appropriate organisational template against which all policies, procedures and practices can be benchmarked.</p> <p><i>2. Train staff in assessment techniques.</i></p> <p>Dependant on 1 above</p> <p><i>3. Conduct impact assessments.</i></p> <p>Dependant on 1 above</p> <p><i>4. Review and signoff.</i></p> <p>Dependant on 1 above</p>	<p>1st April 2005</p> <p><i>Action 1:</i> 31.07.06 30.10.06 23.11.06</p> <p><i>Action 2:</i> 31.10.06</p> <p><i>Action 3:</i> 30.04.07</p> <p><i>Action 4:</i> 31.07.07</p>	<p>27th October 2007</p>

PRIORITY AREA 2: PROMOTION OF AND ACCOUNTABILITY FOR HUMAN RIGHTS POLICING			
OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
2.1 Develop a Garda environment supportive of and in compliance with Human Rights principles and standards.	<p><i>1. Inculcate Human Rights principles and standards in decision making, operations and impact assessments.</i></p> <p>This concept is being re-enforced through the Human Rights and Diversity Awareness training programmes being conducted in the organisation.</p> <p>An organisational ‘Training Strategy’ is being developed to ensure standardisation and quality assurance in the delivery of training. This strategy will include a process whereby all training programmes in the organisation must be approved by the Director of Training and Development and only after they have been human rights proofed.</p> <p>Standard Operating Procedures are being included in the new Manual of Criminal Investigations being developed as a consequence of The Morris Tribunal report.</p> <p>Research is being conducted on the development of a pre-operation “Briefing document” which will be underpinned by a human rights policing approach. A standard template for ‘human rights proofing’ operational orders has been devised and circulated for implementation throughout the organisation</p> <p>A ‘Notebook insert’ setting out the five Key Principles of the European Convention on Human Rights was distributed to all members of the Garda Síochána and the Garda</p>	<p>1st July 2005</p> <p><i>Action 1:</i> 30.09.05 31.12.05 31.03.06 23.11.06</p>	30 th Dec 2006

PRIORITY AREA 2: PROMOTION OF AND ACCOUNTABILITY FOR HUMAN RIGHTS POLICING			
OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>2.2 Develop effective mechanisms for consultation, promotion and dissemination of Human Rights information and developments both internally and externally.</p>	<p><i>1. Develop consultation mechanisms and protocols to inform staff, Garda managers and the public of Human Rights developments and standards.</i></p> <p>Four Human Rights newsletters have been circulated throughout the organisation. The first newsletter related to an introduction of the Garda Human Rights Audit and explained how the audit would impact on the organisation going forward. The second newsletter focused on Racism. The third centred on the ECHR and the decision making process enshrined with the key principles. Included with this newsletter was a notebook insert for each member, which set out the five key principles. The fourth continued the theme of the importance of the ECHR and emphasised the obligation on the Garda Síochána to comply with its requirements.</p> <p>The Human Rights Audit Implementation Action Plan is updated on a half yearly basis and is available on the Garda Website.</p> <p>An article on the Human Rights Audit, its origin, principles and current status, was published in the October 2006 edition of the “Communiqué Magazine”, which is distributed to all members of the management team of An Garda Síochána.</p> <p>There is on-going liaison with the Community and Non Government Organisations particularly in developing training programmes to ensure that the views, expectations and needs of the Community are acknowledged and met through the training delivered.</p>	<p>1st July 2005</p> <p><i>Action 1:</i> 31.06.06 31.10.06 31.12.06</p>	<p>31st December 2006</p>

	<p><i>2. Engage with staff and communities to inform them of developments and to build Human Rights knowledge and competence.</i></p> <ul style="list-style-type: none"> • All Human Rights training for Garda staff is continuously evaluated and improvements made as required. • The Human Rights Newsletters and updates on the Human Rights Audit are available on the Garda Website. • A database has been established at the Garda Racial and Intercultural Office which monitors all reports of racist incidents and liaises with the community in addressing these issues. • A National Consultation Process has been established which involves consultation on a regular basis at District, Divisional and National level between local Garda management and members of the Ethnic communities. • Key targets in An Garda Síochána Annual Policing Plan 2006 (Strategic Goal No. Five) ‘Provide equal protection and appropriate service, while nurturing mutual respect and trust’ commits to consultation with local communities, with a view to building trust and confidence with ethnic and culturally diverse communities. 	<p>Action 2: 30.09.06 31.12.06</p>	
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	<ul style="list-style-type: none"> • A Public Attitude Survey is being conducted in accordance with An Garda Síochána Policing Plan 2006, policy review number 7 “conduct a Public Attitude Survey regarding the views of Travellers/members of Ethnic Minority groupings” to ascertain key policing issues with those communities in the areas of Human Rights and racism. The field work commenced on 15th September 2006 and findings are due to be released in July 2007. <p><i>3. Work to ensure certainty of requirements and expectations.</i></p> <p>Reports of the meetings conducted in accordance with the National Consultation Process, are included in monthly Garda District and Divisional audits and returns. The targets in the Annual Policing Plan 2006 are accompanied by target dates and performance outcomes. The results of the outcomes of the Annual Policing Plan 2006 will be published at the end of the year on the Garda Website.</p>	<p><i>Action 3:</i> 30.09.06</p>	

PRIORITY AREA 2: PROMOTION OF AND ACCOUNTABILITY FOR HUMAN RIGHTS POLICING			
OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
2.3 Respect and Protect the Human Rights of those persons subject to Garda powers.	<p><i>1. Integrate human dignity and rights, principles and standards in all aspects of Garda training.</i></p> <p>An organisational ‘Training Strategy for Human Rights and Diversity’ is currently being drafted and is being considered by the Strategic Human Rights Advisory Committee. This will provide the template in accordance with which all such training programmes must be developed. It will also provide a means for quality assuring the training and evaluating same.</p> <p><i>2. Ensure that all Garda operations are audited for Human Rights compliance.</i></p> <p>Emanating from Human Rights Training delivered during 2006 to Senior Garda Management personnel, a human rights based template for Garda Operations has been developed. A draft for this template has been forwarded for consideration by Senior Garda Management, the Professional standards Unit and the Strategic Human Rights Advisory Committee. Any amendments arising as a result of this review process will be disseminated with a view to devising a template for application in all future Garda operations.</p>	<p>1st April 2005</p> <p>Action 1: 30.09.05 31.12.05 31.03.06 30.06.06 30.09.06 23.11.06</p> <p>Action 2: 30.09.05 31.01.06 31.05.06 30.09.06 23.11.06</p>	31 st December 2006

	<p><i>3. Implement the recommendations of the Council of Europe Committee for the Prevention of Torture (CPT).</i></p> <p>A package outlining the protocols and procedures in respect of which the CPT conducts its visits was forwarded to each Assistant Commissioner and Chief Superintendent together with guidelines for the CPT visit in 2006. A report on the findings of the 2006 visit have yet to be published by the CPT. A direction has been issued to ensure that the findings of the CPT visit 2002 in relation to Garda Stations have been addressed</p> <p><i>4. Develop quality assurance standards for the management and improvement of high risk policing processes – arrest, search, use of force and firearms, etc.</i></p> <p>In line with objective 2.3.2, a sub-working group has been established to consider progression of this matter in accordance with developments on the auditing of Garda Operations for human rights compliance, the development of the Manual of Criminal Investigations in accordance with Morris, and the development of the Professional Standards Unit.</p> <p>Initial consultation has taken place with the Garda Síochána Inspectorate and the Garda Síochána Ombudsman Commission, with a view to developing ‘good practice’ in this area.</p>	<p><i>Actions 3 & 4:</i> 30.12.05 30.06.06 30.09.06</p>	

	<p><i>3. Analyse trend data so that any disproportionality can be identified.</i></p> <p>This process will be facilitated as a consequence of 2 above. The process to deal with such disproportionality is currently under review. The Professional Standards Unit, Crime Policy Administration and Human Resource Management are being consulted in this regard.</p> <p><i>4. Incorporate impact assessment protocols at street level, tactical management and strategic levels.</i></p> <p>This task can only be undertaken when the issues of auditing, quality assurance standards for high risk policing functions and the expansion of the disciplinary regulations, as outlined above have been addressed.</p> <p><i>5. Incorporate impact assessment findings for policy development and competency development.</i></p> <p>In furtherance of 4 above, the findings and inputs will be used for future objectives in the Annual Policing Plans and Corporate Strategies.</p>	<p><i>Actions 3 & 4 & 5</i></p> <p>31.01.06 30.06.06 30.09.06 31.12.06</p>	

PRIORITY AREA 3: POLICING IN A DIVERSE COMMUNITY

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>3.2 Deal robustly with racist crime and protect vulnerable communities.</p>	<p><i>1. Support the existing system for dealing with racially motivated crimes through training for staff to ensure it is properly deployed.</i></p> <p>A comprehensive training programme for Immigration Staff which includes human rights, diversity and anti-racism inputs commenced in September 2006 and was delivered to 200 personnel. This programme will be further rolled out on a regional basis during 2007.</p> <p>A “Diversity Works” one day Training Programme in ‘Diversity Awareness’ has been developed and is currently being delivered by Divisional Continuous Professional Development Staff. The objective is to deliver the ‘Diversity Works’ programme to all Garda Staff during 2007 and 2008.</p> <p>A ‘Training Strategy for the delivery of Human Rights and Diversity’ has been developed for the Student Probationer Programme. A review of all Student Probationer training materials is being conducted to ensure compliance to the criteria and standards of this Strategy.</p> <p>Human Resource Management has reviewed the Garda Recruitment process in conjunctions with the Public Appointments Service to ensure that the issue of racism is thoroughly addressed through the application and interview process. This included the provision of appropriate training for all Interview Board members.</p>	<p>1st July 2005</p> <p><i>Action 1:</i> 31.12.05 30.09.06 31.12.06</p>	<p>31st December 2006</p>

	<p><i>2. Devise initiatives, including wide publicity campaigns, to encourage people to report racially motivated crimes and/or incidents.</i></p> <p>Community Relations Section, in consultation with ethnic and marginalised communities, launched a poster campaign titled ‘RACISM IS WRONG’ on March 21st 2007, which was International Day against Racism. This poster is aimed at encouraging people to report racist crimes and/or incidents.</p> <p>The second Garda ‘Human Rights Newsletter’ focused specifically on racially motivated crime and a recent HQ Directive (4/07) was circulated throughout the organisation regarding good practice in ‘Recording Racist Incidents’ on the PULSE computer system.</p> <p><i>3. Construct and agree formal deliberation and consultation process with indigenous and ethnic communities at divisional level to build trust and confidence.</i></p> <p>This process has been formalised through the National Consultation process as approved by the Commissioner and issued as policy in HQ Directive 16/06.</p>	<p>Action 2: 30.09.05 31.03.06 30.09.06</p> <p>Action 3: 30.09.05 31.03.06 30.09.06</p>	

PRIORITY AREA 4: STAFF ENGAGEMENT, TRAINING AND DEVELOPMENT

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>4.1 Protect the Human Rights of all Garda staff.</p>	<p>1. <i>Engage an outside expertise to review existing Equality and Anti-Bullying policies and procedures.</i></p> <p>The newly drafted 'Equality and Anti Bullying' policies have been reviewed in consultation with the Equality Authority. These are now being finalised by Garda Human Resource Management department.</p> <p>2. <i>Enhance internal procedures to prevent breaches of staff Human Rights.</i></p> <p>This issue will be facilitated through the learning provided on the Senior Managers Human Rights training, and to Management and Supervisory Training. Human Resource Management is also addressing this issue through the development of the new disciplinary regulations.</p>	<p>1st April 2005</p> <p><i>Action 1:</i> 30.06.06 23.11.06</p> <p><i>Action 2:</i> 31.01.06</p>	<p>31st Oct 2006</p>

	<p><i>3. Identify and establish support mechanisms for staff who are subject to Human Rights breaches.</i></p> <p>This will be developed and facilitated in accordance with developments in 1 and 2 above. A training programme on ‘Diversity’ was delivered to Garda Employee Assistance (Welfare) Officers in March 2007.</p>	<p>Action 3: 30.09.06 31.12.06 02.03.07</p>	

PRIORITY AREA 4: STAFF ENGAGEMENT, TRAINING AND DEVELOPMENT

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>4.2 Deliver Enhanced Human Rights, Diversity and Ethics Training.</p>	<p><i>1. Deliver human rights and diversity training to senior managers as a priority.</i></p> <p>Phase 1 of training for Senior Managers was run from November 2005 to January 2006. The agenda included discussion on the ECHR, Strasbourg jurisprudence, United Nations protocols, Constitutional law and updates on the Garda Síochána Act 2005. The training was also facilitated through case studies.</p> <p>Phase 2 of the programme was conducted in June 2006 and built on the learning from Phase 1. The principles of the ECHR were discussed in depth and the case scenarios incorporated these principles. The training also discussed the issues around Human Rights proofing.</p> <p>Phase 3 of the training which commenced on 27th September 2006 and was completed in October 2006, focussed on understanding and applying the principles of Human Rights proofing.</p> <p>Initial work on the development of a ‘Diversity’ Training and Development programme for Senior Garda Managers has commenced. When complete, this programme will be aimed at providing Senior Managers in the organisation, with the skills to manage Diversity and promote Equality, both in the workplace and service provision context.</p>	<p>30th June 2005</p> <p><i>Action 1:</i> 31.12.05 30.06.06 30.09.06 31.12.06 30.06.07</p>	<p><u>30th June 2007</u></p>

	<p>2. <i>Build on the existing good practice and further develop Human Rights and Diversity training for all staff.</i></p> <ul style="list-style-type: none"> • Sixty Nine Continuous Professional Development personnel underwent a ‘Train the Trainers’ programme which up skilled them to be able to deliver ‘Diversity Works’ training • A joint Garda/PSNI Diversity training programme was delivered in the border area from February to June 2006. 900 officers (450 Gardaí) were trained. • A ‘Cultural Diversity Awareness Training’ programme was completed by 236 staff (Garda and non Garda) at the Garda College in 2006. • A ‘Human Rights, Cultural Diversity and Refugee Law’ training programme, developed with the UNHCR was delivered to 152 Garda Immigration Staff during 2006. • 36 Garda Training personnel have received Generic 1st Steps Human Rights training in 2006. • 20 Garda College and Divisional Training Staff members, underwent a three – day ‘Diversity Works’ Train the Trainers Course in the first quarter of 2007. • 90 newly recruited civilian members of Garda Síochána staff received briefings on ‘Human Rights’ and ‘Diversity’ issues during their induction training week during March 2007. • The ‘Diversity Works’ training workshop was delivered to Garda Employee Assistance (Welfare) Officers in March 2007. 	<p><i>Action 2:</i> 31.12.05 30.06.06 30.09.06 31.12.06</p>	
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	<p><i>3. Engage with our community stakeholders in developing action oriented diversity training.</i></p> <p>The wide consultation process used for the development of the Diversity training package delivered to the 450 Gardaí on the border is in accordance with the Joint Garda/PSNI training programme. The Community representatives were also invited to attend the training programmes and provide feedback. This programme will be delivered as part of the core CPD programme 2007.</p> <p>All Diversity and Human Rights training programmes are developed in consultation with statutory bodies such as Amnesty International, the National Consultative Committee on Racism and Interculturalism, the Irish Council for Civil Liberties, the United Nations High Commissioner for Refugees and the Irish Human Rights Commission – all of which reflect the views of the community. Most of these training programmes are also co-facilitated by An Garda Síochána and the relevant Statutory body or N.G.O.</p> <p>The National Consultation Process, the Ethnic Minority Public Attitude Survey and the Joint Policing Committee pilots will also provide feedback which can be considered in the development of future programmes.</p>	<p>Action 3: 30.06.06 30.09.06 31.12.06</p>	

PRIORITY AREA 4: STAFF ENGAGEMENT, TRAINING AND DEVELOPMENT

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>4.3 Encourage the recruitment, retention and progression of a more diverse Garda service.</p>	<ol style="list-style-type: none"> 1. <i>Identify obstacles members of minority ethnic group's face when considering a career in An Garda Síochána.</i> 2. <i>Devise and implement a strategy to ensure that An Garda Síochána is universally representative of the communities we serve.</i> 3. <i>Adopt a positive action strategy to encourage applications for employment from diverse communities.</i> <p>Each of the above issues were addressed as a consequence of the Garda Síochána (Admissions and Appointments) (Amendment) Regulations 2005 which provided for the removal of the statutory barrier of the requirement to have an academic qualification in the Irish language.</p> <ul style="list-style-type: none"> • As part of the new recruitment campaign advertisements were placed in ethnic minority, gay and lesbian and local and national newspapers and 10,000 leaflets were distributed through these communities • An open day was held in October 2005, for representatives of the minority communities at the Russell Court Hotel, Dublin. • Open days for minority communities were held at the Garda College. 	<p>2nd May 2005</p> <p><i>Action 1:</i> 31.08.05</p> <p><i>Action 2:</i> 30.12.05 31.03.06 29.09.06</p> <p><i>Action 3:</i> 31.12.05 30.06.06 30.09.06 29.12.06 05.02.07</p>	<p>31st March 2007</p>

	<ul style="list-style-type: none">• A TV campaign was conducted.• An information seminar was conducted with the NCCRI and Public Appointments Commission. Contact persons within each of the minority communities were nominated and liaison is on-going in relation to queries concerning the recruitment process.• All interview Boards were given Diversity training• A ‘Diversity Support Officer’ has been appointed at the Garda Síochána College.• On February 5th 2007, the cohort of Student Gardaí which commenced Phase 1 Training at the Garda Síochána College, comprised a number of candidates from minority ethnic communities.		
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PRIORITY AREA 5: COMMUNITY ENGAGEMENT, INVOLVEMENT AND PARTNERSHIP			
OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>5.1 Develop effective consultation and deliberation mechanisms with 'at risk' and vulnerable communities to enhance community safety and enhance community confidence.</p>	<p>1. <i>Use the conclusions of the Garda National Consultation process as a platform for developing future engagement with communities.</i></p> <p>The National Consultation process has been approved and implemented. It provides for regular meetings between local Garda Management and Ethnic Community groups on a regular basis. The Joint Policing Committees, as established in accordance with the Garda Síochána Act 2005 will also facilitate this process.</p> <p>2. <i>Use liaison networks to build relationships with ethnic communities.</i></p> <p>390 Ethnic Liaison Officers have been appointed and trained for liaison with Ethnic Communities nationwide.</p> <p>3. <i>Monitor ethnic communities' satisfaction levels with the Garda service provided.</i></p> <p>A Public Attitude Survey with Ethnic communities is being conducted by the Garda Research Unit. Field work commenced on 15th September 2006 and is due for release in July 2007. The analysis of the findings will be incorporated in the development of policing objectives and strategies in the forthcoming Garda Síochána Policing Plans.</p>	<p>1st April 2005</p> <p><i>Action 1:</i> 30.06.06 31.12.06</p> <p><i>Action 2:</i> 30.09.06 31.12.06</p> <p><i>Action 3:</i> 31.12.06 31.03.07</p>	<p>31st Mar 2007</p>

PRIORITY AREA 5: COMMUNITY ENGAGEMENT, INVOLVEMENT AND PARTNERSHIP

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>5.2 Develop a communication strategy, which incorporates Human Rights observance.</p>	<p>1. <i>Review the operation of the Garda Public Relations Office to enable it to take a more proactive stance to promote Human Rights.</i></p> <p>The Garda Press & Public Relations Office facilitates the inclusion of Human Rights documents and updates onto the Garda Website. In future, these will include, the Garda ‘Human Rights Newsletters’ and the ‘Short Guide to the European Convention on Human Rights Act 2003’ documents.</p> <p>All press releases are issued in accordance with a Standard Operating Procedure which is underpinned by a Human Rights philosophy.</p> <p>2. <i>Conduct public awareness campaigns to inform community expectations and create certainty.</i></p> <p>A Public Attitude Survey for Ethnic minorities was included in An Garda Síochána Annual Policing Plan 2006. This survey commenced in September 2006 and is due for publication in July 2007.</p> <p>The Garda Síochána Corporate Strategy Document 2007–2009 and An Garda Síochána Annual Policing Plan 2007 have a specific Strategic Goal 5 which relates to ‘Ethnic and Cultural Diversity’. This Goal is supported by organisational actions and performance indicators.</p>	<p>1st July 2005</p> <p><i>Action 1:</i> 31.12.05 31.03.06</p> <p><i>Action 2:</i> 30.09.05 31.12.05 31.03.06 30.06.06 30.09.06 31.12.06</p>	<p>30th June 2006</p>

	<p>3. <i>Develop the Garda public safety leadership role to correct tension-creating stereotypes and hatred in communities.</i></p> <p>This objective is supported and led out by the initiatives undertaken throughout this audit – all of which aim to ensure the delivery of a human rights compliant policing service to the whole community.</p> <p>The establishment of the Joint Policing Committees under the Garda Síochána Act 2005 will also facilitate delivery of this objective. A draft “Neighbourhood Watch” Strategy, developed by Garda Community Relations section, has now been approved by Senior Garda Management and is scheduled for release in the Summer of 2007.</p>	<p>Action 3: 31.10.05 31.03.06 30.06.06</p>	

PRIORITY AREA 5: COMMUNITY ENGAGEMENT, INVOLVEMENT AND PARTNERSHIP

OBJECTIVE	ACTIONS	START DATE/MILESTONE DATES	FINISH DATE
<p>5.3 Develop ways to overcome language barriers.</p>	<p><i>1. Publish more information in the main minority languages spoken in Ireland.</i></p> <p>The Garda Community Relations Section consult with ethnic minorities and (where possible) produce documentation in the languages agreed through that consultation process.</p> <p>Documentation in relation to treatment of persons in custody is available in eighteen languages.</p> <p><i>2. Establish and accredit a network of interpreters who will be trusted by all concerned.</i></p> <p>The interpreters used by An Garda Síochána are secured through the listings provided through the Courts Service. Systems used in ‘interpretation and translation’ services are under review.</p> <p><i>3. Enhance the language skills of Gardaí.</i></p> <p>A database of those fluent in language skills has been compiled by Human Resource Management. Specific courses for language skills are included in the Education course budget for members wishing to up-skill themselves in this area.</p>	<p>1st July 2005</p> <p><i>Actions 1, 2 & 3:</i> 30.06.06 31.12.06 30.06.07</p>	<p>31st December 2007</p>