THE **FUTURE OF POLICING** IN IRELAND

Report on Consultations
October 2018

WHAT SHOULD WE VALUE?

WHAT SHOULD WE IMPROVE?

WHAT SHOULD WE CHANGE?

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

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INTRODUCTION

1. The report of the Commission on the Future of Policing in Ireland, published on 18 September 2018, was the core output of the Commission's work over sixteen months. The Commission drew upon a wide variety of knowledge, research and information sources to inform its work, including the expertise and experience of Commission members, research examining policing practices in other jurisdictions, previous reports on policing in Ireland and a broad-based and inclusive consultation process involving stakeholders, subject-matter experts, the general public and the personnel of An Garda Síochána.

2. The Commission's Terms of Reference set out a requirement for consultation as follows:

   "The Commission should consult widely, including with the public and civic society and any other bodies or individuals it considers appropriate."

3. This Report on Consultations should be read as a companion document to the Commission's report. It provides detail on the comprehensive programme of consultation undertaken during the lifetime of the Commission across the following five strands:

   i.   Submissions from individuals, policing bodies, community groups, public representatives and organisations representing civil society;
   ii.   A series of regional public meetings;
   iii. Meetings with Garda personnel through a programme of study visits to Garda stations;
   iv.   Engagement with Garda personnel;
   v.   Engagement with stakeholders and experts.

Commission Secretariat
October 2018

PART 1: SUBMISSIONS FROM INDIVIDUALS, POLICING BODIES, COMMUNITY GROUPS, PUBLIC REPRESENTATIVES AND ORGANISATIONS REPRESENTING CIVIL SOCIETY

1. By way of press notice dated 1 September 2017, the Commission made a public call for submissions. Submissions were invited by post, email or via our website.

2. Those wishing to make a submission were alerted to our terms of reference as a guide to the matters which fell within the Commission's remit. Some submissions, particularly from private individuals, contained material which fell outside those terms of reference and were more appropriate matters for oversight mechanisms; nonetheless, where those provided insights from personal experiences, they were considered by the Commission.

3. In total, 322 submissions were received from various sources which are summarised in Table 1 below.

Table 1: Sources of submissions

Source	#
Individuals	152
Organisations	86
Serving/Retired members and spouses	38
Public representatives	23
Academics	4
Political parties	6
Joint Policing Committee / Local Policing Forum	5
Policing bodies	4
Public participation networks	2
Other	2
TOTAL	**322**

4. On receipt, submissions were uploaded to the Commission's internal system for access by Commission members. As the table below demonstrates, the Commission received submissions on all five themes contained in the Commission's terms of reference with a number of submissions discussing more than one topic.

Table 2: Topics of submissions

Topic	Number of submissions which discussed the topic[1]
Role of policing	168
Recruitment, training and professional development	71
Leadership and structures	61
Digital innovation (technology)	30
Governance, oversight and accountability	27

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[1] A number of submissions contained material relevant to more than one topic; therefore the total does not add up to 322.

5. Following the deadline for receipt of submissions, a programme of detailed thematic analysis was undertaken on specific policing issues and practices as well as different perspectives of victims of crime, and experience of different groups towards policing issues.

6. Those making submissions were given the opportunity to do so on the basis of confidentiality; this afforded them the opportunity to share their own experiences and proposals with the Commission without their submission being made public. During this consultation process, many organisations published their submission to the Commission online.

7. Following the precedent set by other recent public consultation programmes, non-confidential submissions will be published on the Commission's website at the end of our work. Submissions from organisations will be published in alphabetical order; submissions from individuals will be published without personal identifying information such as the name and contact details of the sender and other third parties. Where submissions contain information in relation to individuals and/or their personal experiences, the Commission secretariat will redact information where requested or where it is appropriate to do so due to the sensitive or personal nature of the material. Where this was is possible, due to large amounts of sensitive personal information about the sender or a third party, this material will be withheld from publication. Defamatory and other inappropriate material may also be redacted prior to publication.

8. The submissions received covered the entire range of topics under consideration by the Commission. Submissions from the policing bodies and representative organisations included material on all areas of the Commission's work while submissions from private individuals and other stakeholders focused on individual key areas.

ROLE OF POLICING

9. Issues raised included the need for enhanced visibility of the police service, especially in rural areas. There was a repeated demand for improved community engagement to support community groups (including neighbourhood watch schemes) in working to allay the fear of crime amongst disadvantaged or marginalised communities.

10. Submissions highlighted examples of successful local inter-agency co-operation in the field of policing, especially in supporting vulnerable people and victims of crime, and in providing out-of-hours support services. There were recommendations for reform and improvement of further co-operation across public bodies to provide joined-up supports for those who come into contact with the police service with more complex policing needs. Members of Joint Policing Committees provided their perspectives on local policing engagement formats which work well and ideas for further improving local community engagement.

11. Submissions referenced modern policing challenges and the need to construct training across agencies in new forms of crime including tackling cyber-crime, cyber fraud and online exploitation.

12. A number of submissions discussed the role of An Garda Síochána in traffic policing, immigration, and the dual role of policing and state security.

13. Submissions discussed experiences of crime investigation as well as perceptions about supports available for victims of crime including the need for improved mechanisms for informing victims about the status of their investigation and forthcoming court attendances.

RECRUITMENT, TRAINING AND PROFESSIONAL DEVELOPMENT

14. A number of serving members of An Garda Síochána made submissions to the Commission which referenced their experience of the current training process for new entrants. Proposals included reform of the curriculum at the Garda College, Templemore and an increased role of third-level institutions to provide some aspect of the education provided to trainee members. Submissions discussed the current lack of continued professional development, and the limited opportunities to undertake further specialist training or general training in human rights issues.

15. A number of members of the Garda Reserve, and serving PSNI members also made submissions to the Commission, suggesting pathways for advancement into An Garda Síochána, and recommending the opportunity for lateral transfer between police services and opportunities for direct entry at higher grades for more mature and experienced entrants.

16. Members of An Garda Síochána also had opportunities to provide the Commission with their views during station visits and through the comprehensive questionnaire of Garda personnel, both of which are discussed elsewhere in this report.

LEADERSHIP AND STRUCTURES

17. Submissions included proposals for reform of the appointment procedure of Garda Commissioner and the process for selection of senior management team, as well as opportunities for reform of structures to change corporate culture and reduce corruption. A number of submissions reviewed the strengths and weaknesses of the current structure within the organisation especially the impact of national-level decision making processes on the administration of district policing.

18. Submissions also referenced challenges within the organisation relating to management skills and capacity, and the current supervision structures for civilian personnel working with frontline uniformed members.

DIGITAL INNOVATION

19. A number of submissions from representative bodies and policing bodies, as well as serving members referenced the practical limitations of the current IT systems which sworn and civilian members use on a daily basis, including weaknesses of PULSE (and the controversy regarding crime statistics); other issues included the lack of mobile technology and limitations in IT communications between agencies, as well as the outdated CAD system.

20. The growth of cyber-crime was discussed in a number of submissions and the need for investment in Garda IT systems to detect and solve the latest trends in online crime. A number of submissions referenced poor visibility about meaningful crime statistics, and proposed mechanisms to make crime rates more transparent.

GOVERNANCE, OVERSIGHT AND ACCOUNTABILITY

21. Submissions discussed the proliferation of oversight bodies and the resulting overlap and uncertainty in oversight roles. A number of submissions proposed reform, and streamlining of the oversight architecture, and the opportunities for transparency and trust which reform could deliver. Individuals who had raised complaints with regard to policing discussed their experience of engaging with oversight bodies, and their perceptions of the limitations of genuine accountability within the police service. A number of proposals included the opportunity for embedding human rights within a reformed governance structure.

PART 2: A SERIES OF REGIONAL PUBLIC MEETINGS

PUBLIC MEETINGS IN LOCAL COMMUNITIES

1. Nine evening "drop in" sessions were held during December and January. This outreach allowed Commission members to engage directly with local communities on issues of concern and priorities for the future. The public was informed about the Commission's work and encouraged to attend an event and send a submission through local media advertisements and interviews with Commission members ahead of meetings. Local stakeholders, including Joint Policing Committees, elected representatives and community organisations were invited to encourage their members to attend. The meetings were held between 6pm and 8pm in a local public venue, for people to talk directly with members of the Commission and share their views on policing issues.

2. Attendees were given a brochure (enclosed as an annex) which outlined the Commission's programme of work and asked to consider and give their views on three key questions about policing in Ireland:

    a. What should we value?

    b. What should we improve?

    c. What should we change?

3. Attendees were encouraged to follow up their discussion with a formal submission to the Commission.

Table 3: Public meetings

County	Location	Date
Westmeath	Civic Offices, Athlone	14 December 2017
Leitrim	Hive Enterprise Centre, Carrick on Shannon	10 January 2018
Donegal	Public Service Building, Letterkenny	11 January 2018
Limerick City	Thomond Park	15 January 2018
Monaghan	Civic Offices, Carrickmacross	16 January 2018
Galway City	Portershed, Eyre Square	18 January 2018
Dublin City	RuaRed, South Dublin Arts Centre, Tallaght	23 January 2018
Dublin City	Crowne Plaza Hotel, Blanchardstown Town Centre, Blanchardstown	24 January 2018
Waterford City	City Hall	25 January 2018

4. In addition, two formal, moderated Town Hall meetings were held in University College Cork (12 December) and Wood Quay Venue, Dublin (22 January) to which national stakeholders were invited. The Town Hall meetings were opportunities for stakeholders and national representative organisations to give their perspectives to the full Commission membership and to hear the views of other organisations.

5. The Cork meeting was moderated by Professor Caroline Fennell, a criminal justice expert and Registrar and Senior Vice President (Academic) University College Cork. The Wood Quay event was moderated by Professor Mary Rogan, of Trinity College Dublin, who is an expert in human rights and penal policy making, is on the Board of the Victims Rights Alliance and is Chair of the Government's Implementation Oversight Group on reforms to penal policy.

PUBLIC MEETING – UNIVERSITY COLLEGE CORK (12TH OF DECEMBER 2017)

6. Attendees included representatives from local community organisations and organisations working with vulnerable groups, the business community, elected representatives and members of the public.

7. A range of issues were highlighted and discussed on the night. One of the main topics raised was the importance of visible community policing. A number of participants referenced the need for improved community engagement and increased foot patrols in residential areas, and recommended that there should be better ways of communicating with named members of An Garda Síochána about specific issues. It was recognised that An Garda Síochána may be the only public service which is available 24/7 and that some local Garda stations are being asked to carry out duties which could be better undertaken by other agencies.

8. The topic of Garda culture was raised, including a lack of diversity within new entrants to the profession, and poor engagement with minority groups and disadvantaged communities, leading to a mutual lack of trust. It was suggested that this has the impact of making some victims of crime reluctant to engage with the police service and criminal justice system.

9. It was recommended that all Garda personnel should receive professional training in supporting those with mental health challenges, and suicide prevention training.

10.   The functioning of Joint Policing Committees (JPCs) was discussed, with participants highlighting mixed experiences. Some viewed JPCs as genuinely useful fora for the exchange of information between local communities and the police service, while others were of the view that these meetings had little follow-up or positive impact on policing activity in the community.

11.   The issue of routinely arming members of An Garda Síochána was discussed, and the general view was that in order to maintain trust between An Garda Síochána and the community, an unarmed police service should be maintained.

PUBLIC MEETING - WOOD QUAY VENUE (22ND OF JANUARY 2018)

12.   There were 95 registered attendees at the Wood Quay event including representatives from national and Dublin-based community organisations and organisations working with vulnerable groups, the business community, Garda representative bodies, elected representatives and members of the public.

13.   A wide range of issues were discussed. The general view was that community engagement was important but needed to be better resourced so that the police

Town hall meeting, Wood Quay (22nd January 2018)

could be a visible and reassuring presence in all areas. It was also felt that more should be done to recruit new entrants into the police service from diverse backgrounds, so that they could better understand the needs of different communities.

14.   Views expressed at the meeting highlighted a lack of trust between Gardaí and some communities especially Traveller and Roma groups, and a reluctance of members of these groups to report crimes. To support victims of crime, it was recommended that more needs to be done to train members of An Garda Síochána in social and human rights issues such as LGTB awareness, anti-discrimination and racial profiling.

15.   It was highlighted that more needs to be done to promote public safety and protect vulnerable groups. Issues of traffic policing were discussed including protecting the safety of all road-users through increased inter-agency co-operation.

16.   Examples of successful local policing initiatives were highlighted and discussed. These include initiatives to combat domestic violence, the roll out of community text alert schemes, small area policing initiatives and inter-agency co-operation in dealing with recidivism and probation. Attendees suggested that more could be done by Garda management to promote the wider roll-out of local successful initiatives.

17.   The absence of women in senior management positions was discussed, as well as the role of the Garda Commissioner as a potential champion of reform and community policing.

PART 3: MEETINGS WITH GARDA PERSONNEL THROUGH A PROGRAMME OF STUDY VISITS TO GARDA STATIONS

1. Between August 2017 and January 2018, Commission members visited 19 Garda Stations across 16 of the 26 counties. Study visits were normally 3-4 hours in duration and consisted of a meeting with senior management followed by a separate meeting with frontline Garda members. The agenda of the meetings was guided by the Commission's terms of reference, however ample scope was provided to allow members of An Garda Síochána to raise issues that were important to them in the general context of organisational reform. Participants were encouraged to be frank and open in their engagement with the Commission and the meetings were treated with strictest confidence.

2. Commission members also visited the Garda Information Services Centre (GISC) in Castlebar, Co. Mayo and the Garda College in Templemore.

PROFILE OF STATIONS

3. The Commission visited as many stations as possible during the consultation period. Stations visited included both divisional and district headquarters located in large population centres and

sub-districts in small towns and rural areas. The Commission also identified a number of stations where particular policing demands arose such as those located in areas near ports/airports or along the border with Northern Ireland. These stations experienced particular challenges owing to their location including immigration issues, cross-Border crime, and the need for cross-Border co-operation. The potential impact of Brexit on cross-Border police engagement was discussed. During the study visits, the Commission also sought to gain insight into a number of highly relevant areas such as training demands, particularly in training stations, technological innovation, particularly in stations involved in the roll out mobile technology and the trialling of new policing models, particularly in those stations piloting the divisional model.

Table 4: Garda station visits

County	Station	Station type	Date
Dublin	Blanchardstown	District & Divisional HQ	August 2017
Mayo	Castlebar	District & Divisional HQ	August 2017
Mayo	Claremorris	District HQ	August 2017
Dublin	Store Street	District & Divisional HQ	August 2017
Tipperary	Thurles	District & Divisional HQ	October 2017
Louth	Drogheda	District & Divisional HQ	November 2017
Cork	Cork City (Anglesea Street)	District & Divisional HQ	December 2017
Waterford	Dungarvan	District HQ	December 2017
Kerry	Tralee	District & Divisional HQ	December 2017
Limerick	Limerick (Henry Street)	District & Divisional HQ	December 2017
Westmeath	Athlone	District HQ	December 2017
Sligo	Sligo	District & Divisional HQ	January 2018
Donegal	Letterkenny	District & Divisional HQ	January 2018
Leitrim	Carrick-on-Shannon	District HQ	January 2018
Clare	Shannon	Sub District	January 2018
Monaghan	Castleblaney	Sub District	January 2018
Galway	Salthill	District HQ	January 2018
Galway	Spiddal	Sub District	January 2018
Wexford	Gorey	Sub District	January 2018

STATION FOCUS GROUP MEETINGS

4. A number of re-occurring challenges were raised by management during Commission visits to stations. These included difficulties in managing limited resources including the availability of frontline personnel during all rosters. In some areas, a significant night-time economy or a large rural district can put specific strain on resources and personnel which can be compounded by problems covering personnel on leave, and poor HR and recruitment processes. Managers of Garda stations also discussed difficulties in securing training for both sworn and civilian personnel; this included training for dealing with vulnerable members of the community and ensuring personnel are kept informed of legal and policing practice developments. Challenges in supervision were raised by both management and frontline staff.

5. The role of GSOC was discussed, and the need for additional resources to cope with the time demands for undertaking investigations from GSOC, as well as the need for independence of investigations.

6. It was reported that in circumstances where there are good personal contacts between Garda personnel and staff from other agencies, good co-operation will often follow. However, it was noted that inter-agency co-operation can be ad hoc and undermined if key personnel from any organisation move posts. Formats for encouraging better co-operation at an institutional level were discussed.

Meeting with station management
Letterkenny Garda Station (11th January 2018)

7. A number of issues were raised by frontline Garda personnel (both civilians and sworn personnel). These include difficulties in accessing specific training including a lack of ongoing Continual Professional Development. A number of personnel felt that their training requirements were limited through unavailability of technology to support this and a number specifically referenced a lack of training in presenting cases in court. The current technological support available to Garda personnel was discussed, particularly challenges relating to PULSE, accessing modern policing technology and difficulties in communicating with victims of crime by email or mobile phone.

8.   Garda personnel also had the opportunity to discuss workplace morale, including their experiences of engaging with the public during the fallout from recent public scandals. They discussed hopes and ambitions for the rest of their careers, and discussed positive aspects of their careers in An Garda Síochána.

9.   Garda personnel also highlighted positive engagement with the community and policing developments that had a positive impact on their work, including the introduction of the Garda Analysis Service and Victims Services Offices.

10. These engagements provided insights into the range and depth of work undertaken by Garda personnel across the jurisdiction.

Visit to the Garda College, Templemore (October 2017)

PART 4: ENGAGEMENT WITH GARDA PERSONNEL

QUESTIONNAIRE OF SERVING GARDA PERSONNEL

1. In order to facilitate engagement with the Commission by all Garda personnel, the Commission posted a short online questionnaire to the Garda Portal inviting participation by Garda personnel of all ranks and grades, whether sworn or civilian. The issues raised in this survey were explored in more detail through focus group discussions with 65 female Garda personnel.

2. The survey was designed in six sections. The first section provided the Commission with demographic data on respondents; sections 2 to 6 were thematic sections which discussed issues which had previously been raised by Garda personnel during station visits and formed part of the Commission's terms of reference. The survey therefore asked personnel on a range of policing issues, as well as their own experience of working within the police service.

Table 5: Format of online questionnaire

Questionnaire Section	Topic	Question numbers
Section 1	Your profile / demographic data	Q1 – 4
Section 2	The community voice in policing	Q5 – 7
Section 3	Partnerships with other agencies	Q8 – 9
Section 4	Training and Development	Q10 – 13
Section 5	Technology	Q14 – 15
Section 6	General perspectives	Q16 - 17

3. Questions were in two formats:
   a. Essay questions, in which respondents were invited to provide their own personal views and experiences on a range of issues relating to their work.
   b. Likert questions, in which respondents were invited to rate issues on a five-point scale between very poor and very good.

4. A number of members' responses to the essay questions are quoted in the Commission report. In addition, essay responses from the survey were interrogated with software for qualitative data analysis in order to provide more detailed thematic analysis of the experience and attitudes of serving Garda members about broader issues under consideration by the Commission. 1,665 Garda personnel responded to the questionnaire. 77% of respondents completed the questionnaire in full.

Table 6: Profile of survey respondents

Sworn members	1,487
Civilians	175
Did not say	3
TOTAL	**1,665**

5. Below is a summary of the main findings of the questionnaire. Titles in italics are the exact wording of the question asked.

The community voice in policing

6. There was general support for the way in which the community's priorities are reflected in policing practice with even levels of support amongst personnel based in city and town stations. Rural personnel were less happy with the way in which this takes place, but in all locations, it is notable for the large number of respondents who replied "neither well nor poorly."

7. In general, civilian respondents were more positive towards the way in which the community's priorities are reflected in policing practice. 48.2% of civilians believed that the community's priorities are well or very well reflected in policing activity, compared to 40.3% of all respondents.

Based on your experience, what changes could be made to allow you to serve your community better?

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8. The prime issue raised was one of visibility, and the need for front-line members to be seen by the community to build trust. A number of respondents made suggestions for mechanisms to reduce paperwork and administrative duties to allow members to get out of the stations and from behind desks, so that they can be on visible patrol. Other respondents discussed training opportunities for An Garda Síochána in customer service and first-contact training.

Based on your experience, what changes could be made to enhance community input into policing at a local level?

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9. Respondents recommended increased regular and meaningful meetings with the community (with individuals as well as interest groups) with the need to broaden the definition of community to include visits to schools. A number of respondents cited the importance of regular foot patrols so people can talk to members of An Garda Síochána. Respondents discussed potential reforms of the JPC structures where it is not delivering to include neighbourhood watch and text schemes where these work in parallel with JPCs. A large number of respondents promoted enhanced contact between local community organisations and named Gardaí (including allowing members of An Garda Síochána to provide their email address and mobile phone contact number) to allow the development of a consistent relationship.

Partnerships with other agencies

10. City and town-based respondents were slightly less positive about inter-agency co-operation than those based in rural areas, where it was reported that co-operation between agencies is more often developed at a personal level than an institutional one. It is noteworthy that those respondents

based in specialist units were more positive about how well inter-agency co-operation works than those based in rural, town and cities.

11. Civilians were also more positive towards inter-agency co-operation with one-third stating that co-operation is working well or very well, compared to 24% of overall respondents

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Based on your experiences, what improvements, if any, [to inter-agency co-operation] would you suggest?

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12. A number of respondents recommended the centralisation of intelligence between agencies and thereby remove silos between organisations; a number cited the successes of the Criminal Assets Bureau in engaging constructively between State agencies. Other respondents recommended the fact that An Garda Síochána is the only agency providing out-of-hours services to people in distress. It was suggested that there is an acute issue in relation to managing people with mental health issues. Respondents recommended the expansion of the definition of "agencies" to reflect that knowledge exists within business organisations and academia which is not currently being harnessed fully.

Training and development

13. In general, very few personnel feel well trained or very well trained for their job. A little over one quarter (27.1%) feel well or very well trained, with 43% of respondents feeling poorly or very poorly trained. The most pessimistic about their training are those with between 11 and 15 years' service, with dissatisfaction slowly declining as the tenure length increases.

14. There was very little variation in satisfaction with training amongst particular cohorts, for example civilians, with no variation between female personnel compared to female civilian personnel. Civilians with 1 – 5 years' service show the same pattern of satisfaction as those with longer tenure

15. In general, those working in Headquarters feel more positive about the training they have received than other respondents, especially those based in cities who are the least positive.

What training would support you most in your day-to-day work?

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16. Respondents recommended the creation of a meaningful and structured CPD programme rather than ad-hoc training courses. It was implied that there is very little training available and a lack of transparency in who is allowed to attend training courses. Overall, respondents referenced poor training management structures. Respondents highlighted the need for improved training in legislative updates, and the rollout of new policies and procedures. There is also a need for increased training in cyber-crime and languages. Training in firearms is poor and needs to be increased.

What are the main challenges you face in your career development?

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17. Respondents raised the lack of a structured career path resulting in a poor rate and speed of promotion. The perception amongst many respondents is that career development is determined by nepotism and politics rather than merit. There is little trust in the career development structure with a lack of transparency and no motivation to develop. Much career development is self-guided and takes place outside of the workplace, paid for by An Garda Síochána members themselves. Respondents believe that management are not experienced in supporting training of Garda personnel and therefore it is not seen as a priority.

What training would support you most in your professional development?

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18. A range of different subjects and formats were discussed by respondents including updates on legislation and practice; in many cases Garda personnel stated that they know little more than the general public which respondents find embarrassing and demeaning. Garda personnel reported that information about forthcoming training opportunities to be better organised and communicated than simply a notice on the Portal. For civilian members of An Garda Síochána, there is a lack of workplace-specific training for their roles within the organisation. Both civilian and sworn members highlighted that there is no current training programme, and most training for professional development takes place outside of work.

Technology

19. Respondents were uniformly negative towards the support they receive by technology. 73% of respondents feel poorly or very poorly supported by technology with only 12% feeling well supported or very well supported by technology. There were relatively few respondents who selected "neither" suggesting strong opinions on the subject. This is borne out by the large number of respondents who completed the follow-up essay question on the technological support they would like to receive. Personnel in rural areas feel the least supported (78.4% feeling poorly or very poorly supported v. 7.2% well or very well supported) and those in HQ have the most positive experience of support from IT.

20. When considering how technology has impacted on work, length of service appears to be a determining factor in feelings of support by technology. In general, newer recruits (below 15 years) feel the least supported by technology while longer serving personnel are more positive.

21. Civilians feel more supported by technology than sworn members. Some 29.1% of civilians feel very well or well supported by technology compared to 12% of the overall Garda personnel. 13.8% of civilians feel very poorly supported by technology, compared to over 1/3 of the overall personnel. Interestingly, satisfaction with technology amongst civilians increases with length of service.

22. 24.8% of female personnel feel very well or well supported by technology – over twice the satisfaction rate than the overall response.

23. A number of respondents proposed the use of body cameras and mobile phones for each serving member of An Garda Síochána, and better mobile technology especially within cars so that mobile units can undertake work without returning back to stations. A large number of respondents recommended the overhaul of PULSE, particularly allowing access to it from PCs. A number of rurally-based personnel highlighted the need for improvement to local broadband to assist in harnessing technology within stations. It was reported that there is currently difficulty in accessing and viewing CCTV footage on station-based computers and laptops which undermines crime solving capacities.

FOCUS GROUP OF FEMALE GARDA PERSONNEL

24. In order to further explore the experiences of female Garda personnel regarding their careers, training and development, and future prospects, the Commission held small semi-structured focus group discussions with women working in An Garda Síochána.

25. A request for expressions of interest in taking part in focus group discussions was posted on the Garda Portal to which 160 personnel responded; These were then grouped into three categories (Civilian; Garda rank; and Sergeant and above). Participants were then randomly selected from each category. In total 64 Garda personnel participated in the focus groups which took place in August 2018. On the day, participants were divided into the above mentioned categories and separate focus groups were held for each category.

26. Each group consisted of between seven and ten personnel, facilitated by a Commission member with a member of the Commission's secretariat acting as note taker. Discussions lasted one hour.

27. The following issues were discussed:

- Experience of seeking and obtaining promotions and perceptions of the promotion process;
- "Tokenism" including attitudes and presumptions regarding promoted female members;
- The organisation's capacity to recognise and reward good work;
- The capacity of An Garda Síochána to manage organisational planning for maternity leave and provision of basic facilities (toilets, changing rooms and lockers);
- Rosters and the option to avail of family friendly working hours;
- Access to / adequacy of continual training, including the training of management in "softer" or "people skills;"
- The impact of civilianisation on the professional development of female Gardaí;
- The opportunity for female Garda personnel to speak out about their experiences;
- Experiences of casual/institutional sexism, double standards and discrimination;
- Access to appropriately designed protective clothing and equipment;
- Different experiences of deployment and assignment of roles to female and male Garda personnel of equal rank and grade.

PART 5: ENGAGEMENT WITH STAKEHOLDERS AND EXPERTS

1. During our deliberations, we engaged with a large number of stakeholders and subject matter experts from Ireland and overseas.

2. Organisations and individuals with whom the Commission engaged include:

- An Garda Síochána (including personnel from across the ranks and grades, specialist units and services)
- David Anderson QC – Independent Reviewer of Terrorism Legislation 2011 – 2017, UK
- Association of Garda Chief Superintendents
- Association of Garda Sergeants and Inspectors
- Association of Garda Superintendents
- Association of Higher Civil and Public Servants
- Dr Ruth Barrington, Chair, Interagency Group for a Safer and Fairer Ireland
- Rt Hon Lord Blair of Boughton QMP – Metropolitan Police Commissioner 2005 to 2008
- Rebecca Boatright – Chief Legal Officer, Seattle Police Department
- Lord Carlile of Berriew CBE QC – Independent Reviewer of Terrorism Legislation 2001 – 2011, UK
- Centre for Effective Services
- Prof Maura Conway – School of Law & Government, Dublin City University
- Criminal Assets Bureau
- Criminal Justice Strategic Committee
- Dublin City University Access Programme
- Defence Forces
- Department of the Taoiseach
- Department of Communications – National Cyber Security Centre
- Department of Defence
- Department of Foreign Affairs and Trade
- Department of Justice and Equality
- Department of Justice, Northern Ireland

- Department of Public Expenditure and Reform
- Dublin 8 Local Policing Fora Representatives
- Edward M Kennedy Institute for Conflict Intervention, Maynooth University
- Effectiveness and Renewal Group for the Department of Justice and Equality
- Europol, European Cybercrime Centre
- Fórsa
- Garda Inspectorate
- Garda Representative Association
- Garda Síochána Ombudsman Commission
- Rt Hon Dominic Grieve QC MP – Chair, Parliamentary Oversight Committee, UK
- Institute of Public Administration
- Irish Farmers' Association
- Irish Youth Justice Service
- Joint Policing Committee (Carrick on Shannon)
- Alyson Kilpatrick – Barrister, Former Human Rights Advisor to the Policing Board, Northern Ireland
- Jonathan Lewin – Chief, Bureau of Technical Services, Chicago Police Department
- New York Police Department – Digital Innovation
- Denis O'Connor – former Chief Inspector of Constabulary, London
- Oireachtas Committee on Justice and Equality
- Principal Officer Forum, Department of Justice and Equality
- Limerick Regeneration Strategic Committee and Limerick City and County Council
- Limerick City Community Groups

- Sinead McSweeney – former Head of Communications at An Garda Síochána and Police Service of Northern Ireland. Currently MD Ireland and VP, Public Policy and Communications, EMEA at Twitter
- Metropolitan Police Service, London, UK
- Members of Dáil Éireann and Seanad Éireann and their staff
- MI5 The Security Service, UK
- Minister for Justice and Equality
- Dr Peter Neumann, Kings College London, UK
- New Zealand Police
- North East Inner City Community Policing Forum
- Northern Ireland Police Training College
- Northern Ireland Policing Board
- Oberstown Children Detention Campus
- Police Ombudsman of Northern Ireland
- Police Service of Northern Ireland
- Policing Authority
- PwC Ireland
- Public Appointments Service
- Prof Mary Rogan – Chair of the Penal Policy Review Implementation Oversight Group
- Roisin Shortall TD – Chair, All-Party Oireachtas Committee on the Future of Healthcare (Sláinte Care Implementation)
- School of Law, University of Limerick (Professor Shane Kilcommins and Dr Eimear Spain)
- Solas Project
- Transparency Ireland
- UCD Centre for Cybersecurity and Cybercrime Investigation

3. Members of the Commission also attended or took part in the following events:

- McGill Summer School, Donegal (July 2017)
- National Ploughing Championships (September 2017)
- Conference of the International Association of Chiefs of Police in Philadelphia, USA (October 2017)
- Garda Analysis Service Conference, Portlaoise (December 2017)
- Irish Council for Civil Liberties event "Rights-Based Policing: how do we get there?" (January 2018)
- Joint Policing Committee meeting, Carrick on Shannon (January 2018)

- "Data and Intelligence in Security Risk Management", Royal Irish Academy (February 2018)
- Behind the Headlines event "The Future of Policing," Trinity College Dublin (February 2018)
- KOD Lyons seminar on the future of policing in Ireland (February 2018)
- An Garda Síochána Operation Skipjack, Shannon Airport (March 2018)
- Peace and Beyond Conference, Belfast (April 2018)
- Public Safety Summit "Leadership in turbulent times", Harvard, Boston, USA (April 2018)

- Local Drug and Alcohol Task Force Coordinators Network Meeting (May 2018)
- Accelerate 2018 "Connecting people, technology and training in public safety." Phoenix, Arizona, USA (June 2018)
- Annual Meeting for Chief Executives of Local Authorities and Chairpersons of JPC (July 2018)
- Hate and Hostility Research Group and Irish Council for Civil Liberties launch of "Lifecycle of a Hate
- Crime: Country Report for Ireland" by Dr Emily Logan (July 2018).

ANNEX: THE "WE WANT TO HEAR FROM YOU" BROCHURE