

Submission on the Future of Policing in Ireland

Terms of Reference	Suggested Recommendation for consideration	Rationale / Explanation of Benefits
1. Structures and management arrangements		
1.1. Structures	Flatten the reporting structure/reduce the number of layers of reporting between Gardai on the ground and senior management (possibly through the introduction of a Regional/Divisional Model)	<p>‘On the ground’ Gardai appear to attract greater public trust and confidence than those in senior management. Numerous layers of management between operational Gardai and senior management appear to have fostered a similar lack of trust and confidence in senior management by operational Gardai.</p> <p>A flatter structure within smaller command groups should encourage greater cohesion and <i>esprit de corps</i>.</p>
1.2. Appropriate leadership and management capacity	Evaluate alternative approaches to education and training of recruits and managers; specifically, in conjunction with appropriate succession and talent development programs, consider the merits of greater reliance on third level institutions, a Cadet Corps programme, exchange programs with suitable agencies/organisations etc	<p>Talent management is now a key priority in all major organisations.</p> <p>Adoption of a refreshed approach to talent management will deliver the pipeline of expertise and experience AGS requires for high-performance policing in the future.</p>
1.3. Adequate management and supervisory systems	Overhaul the performance management system in line with best HR practice	To deliver the extent of reform envisaged – particularly the embedding of an improved culture - AGS will benefit from deploying the latest performance management systems
1.4. Appropriate information systems	<p>Revise IT Strategy to embrace a plan to align AGS usage with best 21st century practice, availing of leading edge developments:</p> <ul style="list-style-type: none"> • Secure encrypted Garda app • ANPR (in all Garda cars) • Substance use testing app (on a smartphone) • Automated biometric identification • Selective drone surveillance 	<p>AGS is constrained by its use of old and inefficient technological solutions and processes (for example, breath testing equipment which is 15 years old and requires a separate call centre to record results instead of using a handheld (smartphone) solution, integrated with central IT systems).</p> <p>Deployment of leading-edge technological solutions has the potential to radically improve the efficiency and effectiveness of policing.</p>

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	<ul style="list-style-type: none"> • Targeted social media applications (for community engagement) • Predictive analytics and AI/machine learning analysis • Enhanced website (using latest insights into user behaviour/engagement) • On-the-spot payments systems (parking, drunk driving etc) <p>Integrate this use of advanced IT with law enforcement agencies (both domestic (e.g. Prison Service) and international), as appropriate</p>	
2. Personnel		
2.1. Optimum composition	Undertake a force-wide review to optimise use of non-sworn personnel and revise staffing structures accordingly, with ambitious short-term targets to fill newly-identified positions	<p>While resources have been made available to AGS for civilian posts, many of these remain unfilled.</p> <p>Fresh thinking in the deployment of civilian staff should free up much-needed resources for on the ground policing activity.</p>
2.2. Diversity	<i>(no suggestions)</i>	
2.3. Recruitment methods	<p>Redesign the recruitment and advancement model to accommodate:</p> <ul style="list-style-type: none"> • greater use of a parallel ‘graduate entry’ stream • more extensive use of ‘civilian’ recruits to fill specialist roles (e.g. forensics) • greater flexibility for staff to more easily migrate out of AGS into alternative career options (rather than spend their entire working life in AGS) • greater use of staff exchange to suitable organisations, both at home and abroad (for staff development, management diversity etc) 	<p>Most modern organisations no longer rely on a “job for life” attitude from their staff. Millennials, in particular, show much less loyalty to organisations and prefer, instead, a portfolio approach to their jobs/career.</p> <p>Revision of the model will provide AGS with a better range of candidates for recruitment and subsequent development.</p>

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2.4. Professional development	Establish a new multi-tier training system: <ul style="list-style-type: none"> • addressing training needs for all personnel (new recruits, experienced staff, non-sworn members, top management etc) • based on a comprehensive training needs analysis (with special emphasis on ethics, risk and opportunity management, diversity etc) • using a blended learning approach (full time training, on-the-job training, MOOCs, etc) 	Cuts to training in recent years inevitably led to skills deficits and a dispirited workforce. A revised approach to training will ensure that all personnel have the skills they require to deliver a high-performing police service and will lead to improved morale.
3. Culture and Ethos		
3.1. Clear ethos	Assess whether the approach and resources committed to the roll-out of the new Code of Ethics is sufficient to precipitate the level of change required and take any remedial action required	Embedding of the new code of ethics is essential if the desired reform and improvement in culture is to be delivered.
3.2 Accountability and change	Undertake a programme of change based on the recent Culture Survey, incorporating the following elements: <ul style="list-style-type: none"> • rapid response to concerns which can be easily and quickly rectified • update of the scheme of accountability for AGS • development of an appropriate model of culpability (distinguishing ‘system culpability’ from ‘personal culpability’) and emphasising a ‘culture of continuous improvement’ (taking lessons particularly from the aviation industry) • deliberate reflection on ‘near misses’ to identify further opportunities for process improvements 	A visible and effective response to issues raised by the recent culture survey is likely to be a significant catalyst for change in AGS. A specific initiative to introduce a culture of continuous improvement will provide an ideal platform for the level of reform envisaged, especially culture.
3.3. Retain valuable aspects of culture	<i>(no suggestions)</i>	

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4. Governance, Oversight and Accountability		
4.1. Framework	<p>Overhaul the governance framework:</p> <ul style="list-style-type: none"> • Appoint the Policing Authority with overall responsibility for oversight of AGS (removing any conflicting/overlapping responsibilities with other bodies) • Evaluate the case for retaining the Garda Inspectorate separately or incorporating it with the Policing Authority • Implement the Regional/Divisional model within AGS • Clearly delineate roles using RACI or a similar analysis • Publish details of structures, responsibilities and related Policing Plans (National, Regional/Divisional/District) <p>Make the necessary legislative / other changes required to bring these plans into effect (especially ensuring appropriate powers for the respective bodies to carry out their revised mandates)</p>	<p>Clarification of responsibility for governance of AGS (and elimination of gaps and overlaps with related bodies) will provide a major source of confidence in the reform process.</p> <p>A Regional/Divisional model has the potential to tighten governance and management.</p> <p>Finally, greater transparency will provide considerable reassurance to the public and improve their perception of policing.</p> <p><i>(See also 4.5 below)</i></p>
4.2. Acts within law	Introduce a codified criminal law <i>(see also 4.3, below)</i>	Implementation of the draft criminal code (published in 2011) would significantly streamline criminal prosecution and save valuable time for members of AGS.
4.3. Clear police powers and procedures	Publish a Plain English Guide to Powers and Procedures	Provision of an easy to read and understand guide to police powers would enhance public confidence, increasing awareness of the type of behaviour they should expect from members of AGS.
4.4. Discipline breaches addressed	Overhaul discipline procedures in line with best practice (e.g. discipline matrix) and publish regular reports on operation of system (for public consumption)	Staff morale will improve and public confidence will grow.

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4.5. Complaints investigated	Enhance the role and independence of GSOC by providing it with the necessary resources for investigation (independent of AGS)	Enhancement of GSOC resources, independent of AGS, will enhance public perception of its effectiveness and independence.
4.6. Accountability and VFM	<p>Establish a new Office for Focus, Efficiency, Efficacy and Service Orientation (FEESO) to improve and prioritise actions between all parts of AGS to ensure that objectives set are translated into relevant actions that contribute to the overall achievement of AGS's goals and objectives; for example, in relation to:</p> <ul style="list-style-type: none"> • Community Policing • Optimised rostering (by area) • Legislative change (e.g. for admissibility of Video and Audio recorded interviews) • Rapid deployment of trusted technology solutions (e.g. AVPLS) • Risk and opportunity management (e.g. as outlined in the King IV report) • Delegated budgets • More efficient police processes/procedures (e.g. an enhanced Garda Notebook) 	An initiative to deliver benefits from focus, efficiency, efficacy and service orientation will not only improve the operation of AGS but will greatly increase public confidence about value for money and accountability.
4.7. Independent professional scrutiny	Appoint an Independent Advisory Group, reporting to the Policing Authority, to act as a think-tank on latest developments in policing (especially digital technology and accountability).	Such a group should provide a valuable challenge to ensure AGS establishes and maintains a high level of policing, making best use of latest developments and precedents.
4.8. Modern legislative policing framework	Create an office within AGS to advise on (and issue suggestions for streamlining) new legislation / regulation which impacts AGS	A specific focus on legislation/regulation impact in AGS will ensure that policing practice is streamlined to address known areas of difficulty (such as the multiplicity of road traffic acts) and anticipate potential challenges arising from new legislation which requires policing input