



CIGIREACHT AN GHARDA SÍOCHÁNA
GARDA SÍOCHÁNA INSPECTORATE

Report of the Garda
Síochána Inspectorate

Progress on Implementation of Recommendations

Policing with Local Communities

December 2018

**A Review of the Implementation Status of Recommendations from the
Thirteenth Report of the Garda Síochána Inspectorate on The POLICING
WITH LOCAL COMMUNITIES**

Review of report November 2024

*Implementation Update of the Recommendations Contained in the Thirteenth Report of the Garda Síochána Inspectorate
Policing with Local Communities (2018)*

Critical Action Number	Critical Action	Accepted (A); Accepted with Modification (AM); Rejected (R).	Inspectorate Assessment of the Progress of the Recommendation
1	<p>To develop evidence-based methodologies and processes that enable the Garda Síochána to better understand its current and future demand and inform the identification of its policing priorities.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Fully implement an intelligence-led policing process at national and local level, which includes the use of strategic assessments and control strategies; • Undertake an organisation-wide activity analysis to provide a better understanding of demand; Carry out business process mapping of all relevant activities, starting with those used in divisions, to ensure they are fit for purpose and to eliminate unnecessary bureaucracy; and • Increase collaboration with academia to develop evidence-based approaches to key policing issues. 	A	<p>Although one of the actions has been implemented, other actions are not yet completed. The action that relates to intelligence-led policing has been superseded by recommendation 1.6 in the Transnational Organised Crime inspection report. Progress of that action will be monitored in that report. Due to these developments and the extended passage of time, this critical action will not be subject to further monitoring.</p>
2	<p>To develop organisational structures, strategies and plans that enhance the delivery of local policing services.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Implement the full divisional functionality policing model previously recommended by the Inspectorate; 	A	<p>Although some actions are considered to be implemented, additional action is still required. Actions that are considered as not yet implemented will be subject to further monitoring.</p>

Last review conducted September 2024

Implementation Update of the Recommendations Contained in the Thirteenth Report of the Garda Síochána Inspectorate Policing with Local Communities (2018)

	<p>Develop and implement a single community policing strategy that includes a clear definition of the vision and purpose of community policing, outlines the operating framework and states the core role and responsibilities of all members and staff involved in community policing;</p> <ul style="list-style-type: none"> • Ensure that a strategic principle of the new ICT strategy is to support the delivery of local policing services; • Develop the organisational workforce plan to ensure that it aligns resources to policing priorities and demand and takes account of the ongoing increase in human resources; • Develop an updated accommodation strategy that takes account of structural and workforce changes; and • To support such organisational changes, develop and implement an internal and external engagement strategy. 		
3	<p>To develop an evidence-based resourcing model that allows the accurate allocation of resources at all levels of the organisation based on areas of higher threat, risk, harm and vulnerability.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Incorporate all available data sets/demand analytics, including calls for service data to develop a new resource allocation model; 	A	<p>While work is in progress, none of the actions are assessed as implemented. As such, these actions will be subject to further monitoring.</p>

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	<ul style="list-style-type: none">• Establish what areas of risk/harm will be managed by headquarters, national and local policing units;• Ensure that a resource allocation model takes account of the needs of all communities; and• Support the resource allocation process with the development of a local policing workforce plan led by the divisional human resource manager.		
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4	<p>To develop an organisational visibility and accessibility strategy, supported by divisional implementation plans, to enhance public confidence and take policing to the public.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <p>Visibility and Accessibility</p> <ul style="list-style-type: none"> • The strategy and divisional implementation plans should include: <ul style="list-style-type: none"> ○ Local communication plans that use a range of media channels to publicise police activity, crime prevention advice and good news messages; ○ Intelligence-led patrol plans including foot and cycle patrols and the use of overlap shifts to enhance visibility; ○ Deployment of reserve members to provide high visibility patrols; ○ Proactive responses to feedback from the Public Attitudes Survey; ○ Increased capacity for patrol time by allocating mobile technology to front line units; ○ Use of technology to measure levels of daily patrols and implement actions to increase out of station time; and ○ Development and promotion of new methods of accessing policing services and information, 	A	<p>Although some actions are considered to be implemented, additional action is still required. As a result, this critical action will be subject to further monitoring.</p>
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	<p>such as online services and local crime mapping.</p> <p>Garda Stations and Local Services</p> <ul style="list-style-type: none">• Create divisional station and accommodation plans following public consultation that determine the availability and use of garda stations and other local facilities. Plans should include the following activities:<ul style="list-style-type: none">○ Review the location and function of all available garda stations/accommodation;○ Complete a cost benefit analysis as to whether investment of funds and resources in stations that are seldom used represents value for money;○ Engage with other public services and other service providers to explore opportunities for sharing or using accommodation to provide a range of public services;○ Develop the sustainable use of garda clinics, kiosks or shopfronts, particularly in public locations with high footfall levels;○ Explore opportunities for the use of mobile stations;○ Conduct a review of station opening times and ensure that operating hours are published. <p>Custody Services</p> <ul style="list-style-type: none">• Develop a national approach to the provision of custody services.		
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	<p>Civilianisation/Garda Reserve</p> <ul style="list-style-type: none"> • Appoint senior managers as strategic leads to promote civilianisation and the Garda Reserve; • Maximise the release of garda members from support roles to enhance visibility; and • Create a strategy/plan for civilianisation and Garda Reserve recruitment that is ambitious and imaginative to deliver the Government targets by 2021. <p>Availability of resources</p> <ul style="list-style-type: none"> • Appoint senior managers as strategic leads to: <ul style="list-style-type: none"> ○ Reduce abstractions from front-line roles; ○ Seek opportunities for outsourcing or divestiture of non-core policing functions; ○ Develop a national ports policing approach; ○ Increase staff mobility within divisions; and ○ Review resourcing requirements associated with courts, including security, prisoner management, presenting and attendance of police witnesses. <p>Financial Management</p> <ul style="list-style-type: none"> • Appoint and empower finance managers at a local policing level to address factors that impact on the availability and management of financial resources such as overtime and allowances. 		
5	To maximise the availability of human resources at a local policing level.	A	Implemented

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	<p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Develop unsatisfactory performance procedures; • Develop attendance management procedures; and • Appoint and empower human resource managers at a local policing level to address factors that impact on the availability of resources such as sickness absence and light duties. 		
6	<p>To develop policies, processes and systems to ensure the effective deployment of resources at a local level.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Collate and analyse available data at divisional level to inform deployment decisions with the objective of ensuring that there are sufficient resources in place to match calls for service demand; • Improve the management of resources through the introduction of duty planning units and an electronic resource management system; • Appoint a senior manager as a strategic lead to develop multiple rosters for garda units that put people on duty at the right times; • Review the current system of allowances to improve flexibility in deployment of resources and to reduce inefficiencies; <p>Develop an intelligence-led policing process at divisional level to identify policing and community issues and direct resources in a way that will prevent harm and reduce demand;</p>	A	<p>Although some of the actions have been implemented, other actions are not yet completed. The action that relates to intelligence-led policing has been superseded by recommendation 1.6 in the Transnational Organised Crime inspection report. Progress of that action will be monitored in that report. Actions that are considered as not yet implemented will be subject to further monitoring.</p>

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	<ul style="list-style-type: none"> • Allocate garda analysts to each division and combine these resources with criminal intelligence officers to create divisional intelligence units; • Extract more value from unit briefings, which should be supported with analytical products produced by the local intelligence units; • Develop a National Call Allocation Policy based on a risk assessment framework, which should be incorporated into existing and new control rooms; • Develop a National Policy for Investigations that is consistent with a national call allocation policy and which outlines the investigative roles of all units, particularly response, community policing and detective units; • Develop a new and wider definition of vulnerability that should be used to ensure the level of policing response matches the needs of the individual; and • Introduce technology that identifies repeat callers for services and repeat victims of crime and informs the appropriate policing response. 		
7	<p>To develop the capability of the local policing workforce through the provision of relevant training programmes, better supervision, and the use of new technologies.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Divisional human resource managers should be tasked to conduct a local training needs analysis to identify gaps in skills and to create a divisional training strategy to address training and development needs; 	A	<p>Although some of the actions have been implemented, other actions are not yet completed. The action that relates to a training needs analysis has been superseded by recommendation 2.6 in the Transnational Organised Crime inspection report. Progress of that action will be monitored in that report. Actions that are considered as not yet implemented will be subject to further monitoring.</p>

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	<ul style="list-style-type: none"> • Embed continuous professional development as a practice within local policing; • Ensure that detective training is mandatory, delivered in a timely fashion and current in its content; • Conduct an organisational review/strategic assessment to determine firearms response requirements; • Develop a national training programme for all community policing members (all ranks); • Develop a strategy/plan that delivers sufficient driving skills for local policing; • Prioritise the allocation of supervisors to operational front-line units; and <ul style="list-style-type: none"> ○ Ensure dedicated patrol sergeants are deployed on every shift, with a focus on leading operational service delivery; ○ Identify and remove unnecessary bureaucracy that hinders the ability of sergeants to provide front-line supervision; • Expedite the allocation of new technology to front-line units to enable more efficient and effective delivery of local policing services. 		
8	<p>To develop strategies, processes and action plans to improve the delivery of local policing services.</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <p>Local Policing Plans</p>	A	<p>Although some of the actions have been implemented, other actions are not yet completed. The action that relates to intelligence-led policing has been superseded by recommendation 6.2 in the Transnational Organised Crime inspection report. Progress of that action will be monitored in that report. Actions that are considered as not yet</p>

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	<ul style="list-style-type: none"> • Develop a single divisional policing plan that is informed by a divisional strategic assessment and interactive consultation with stakeholders and community representatives followed by the publication of regular progress updates on performance. <p>Victim and Customer Services</p> <ul style="list-style-type: none"> • Appoint a senior manager to conduct a strategic review of the progress made to implement the victim and customer service recommendations contained in the Crime Investigation (2014) and Changing Policing in Ireland (2015) reports. <p>Engagement and Reassurance</p> <ul style="list-style-type: none"> • Develop a national community engagement/reassurance strategy that includes the use of social media at local policing levels; Develop a multi-agency Rural Crime Prevention and Reassurance Partnership; and • Develop the Public Attitudes Survey to provide local divisional feedback and enhance the representativeness of respondents to measure the impact of policing on people living in rural and urban areas as well as those from minority groups. <p>Crime Prevention</p> <ul style="list-style-type: none"> • Ensure that the Crime Prevention & Reduction Strategy is operationally relevant and that it drives local crime prevention activity. 		<p>implemented will be subject to further monitoring.</p>
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	<p>Community Policing</p> <ul style="list-style-type: none"> • Develop specialist community policing units in all divisions focused on the critical policing elements as outlined in this chapter. This requires the assignment of sufficient levels of resources to effectively deliver local community policing services. <p>Partnership Working</p> <ul style="list-style-type: none"> • Appoint a strategic lead to develop much stronger partnerships at a local level. 		
9	<p>To implement a full divisional functionality policing model</p> <p>In support of this critical action, the Inspectorate considers that the following areas need to be addressed:</p> <ul style="list-style-type: none"> • Take account of the Inspectorate’s model, particularly the assignment of specific functions under the leadership of individual senior managers; • Develop an internal/external consultation and communication plan for the divisional model; • Create roles and responsibilities for all divisional functions, including the role of supervisors; • Appoint a senior manager to conduct a strategic review of the partnership recommendations made in the Crime Investigation (2014) and Changing Policing in Ireland (2015) reports with a view to developing much stronger partnerships at a local level; • As outlined in Critical Action 4, create divisional accommodation plans that review the availability and use of garda stations and other local facilities as part of the divisional model implementation process; and 	A	Implemented

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	<ul style="list-style-type: none">As outlined in Critical Action 8, develop a single divisional policing plan, a single divisional Performance Accountability Framework meeting and a single divisional risk register.		
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