

LAW SOCIETY SUBMISSION



RECOMMENDATIONS FOR POLICING REFORM

COMMISSION ON THE FUTURE OF POLICING IN IRELAND

FEBRUARY 2018

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Introduction

The Law Society welcomes the opportunity to contribute to the research of the Commission on the Future of Policing in Ireland and, in so doing, help shape the future of policing in Ireland.

This submission is based on the views of members of the Law Society's Criminal Law Committee with input from members of the Human Rights Committee. The Criminal Law Committee is comprised of solicitors who have extensive experience and expertise in the practice of criminal law and a comprehensive understanding of the manner in which the Irish criminal justice system operates; committee members interact with An Garda Síochána on a daily basis.

The Society contributed to debate on policing reform in 2014 in the context of the establishment of an independent policing authority. While some of our policing reform recommendations contained in that submission remain relevant today, the outstanding progress made by the Policing Authority since its establishment is commendable.

During 2017, the Criminal Law Committee commenced a programme of quarterly liaison meetings with representatives from An Garda Síochána's Policy Development, Implementation and Monitoring Section. These meetings have become an invaluable forum to explore the experiences of both solicitors and gardaí in facilitating and delivering legal services in garda stations and, when feasible and appropriate, reduce friction-points arising between solicitors and gardaí. The Committee wishes to commend the extent of proactive engagement by An Garda Síochána within this forum and looks forward to continuing a programme of liaison meetings into the future.

More generally, the Society is conscious of the courageous, dedicated and, often, thankless, service by members of An Garda Síochána. We are hopeful that the work of the Commission will chart a path of systemic change for all stakeholders including members of An Garda Síochána.

The Society commends the evidence-based recommendations in Dr Geoffrey Shannon's [*Audit of the exercise by An Garda Síochána of the provisions of Section 12 of the Child Care Act 1991*](#). While the focus of the Audit was on child protection in policing, its recommendations translate across all aspects of policing in Ireland. The Society supports the swift implementation of Dr Shannon's recommendations given the overwhelming endorsement of this Report by Government, all political parties and An Garda Síochána.

Finally, the Society wishes to commend the approach adopted by the Commission of holding public meetings nationwide to inform their research and wishes the Commission every success with the preparation of their Report for Government.

Framework: The Commission's Five Key Themes

The Commission's [terms of reference](#) set its objective as being to "inquire into policing in Ireland and, on the basis of its findings, bring forward to the Government proposals for the future of policing".

In December 2017, the Commission distilled its original terms of reference into a [framework of reform](#) comprising a set of five key themes at the heart of which would be the principles of human rights, justice, inter-agency and international partnership and communities. Culture, ethos and values will be at the core of their work.



The five key themes are:

- Governance, Oversight and Accountability
- Recruitment, Training and Professional Development
- The role of policing, including community safety, state security and immigration
- Technology and Digital Innovation
- Leadership and Structures

The Law Society believes these five key themes will provide a comprehensive framework for necessary reform proposals and, accordingly, we have set out each of our recommendations within the context of these key themes.

Executive Summary: Recommendations

The Law Society makes the following recommendations:

1. Implement OPCAT without delay to facilitate independent inspection of places of detention.
2. Simplify the system of governance, oversight and accountability.
3. Simplify complaints and discipline investigation processes and enhance transparency.
4. Adequately resource oversight bodies.
5. Introduce policies and mechanisms to oversee the accountable exercise of statutory and discretionary powers by An Garda Síochána.
6. Advocate a strong role for solicitors in overseeing and tempering garda powers of detention and place the solicitors' role in attending interviews on a statutory footing.
7. Empower policing oversight bodies to oversee the adequate resourcing of An Garda Síochána.
8. Introduce a scheme of mandatory Continuous Professional Development.
9. Champion a community policing role for An Garda Síochána.
10. Protect victim's rights in compliance with the Constitutionally-enshrined principles of criminal justice
11. Promote restorative justice initiatives within An Garda Síochána and advocate the role of Gardaí in the rehabilitation of offenders.
12. Enhance policing by harnessing technological and digital innovations.
13. Develop An Garda Síochána's structures, operations and management in line with international best practice.
14. Embed cross-cutting principles of human rights, justice and communities into the framework for policing reform in Ireland.

A. GOVERNANCE, OVERSIGHT AND ACCOUNTABILITY

1. Implement OPCAT without delay to facilitate independent inspection of places of detention
 - 1.1. The Law Society has, for some time, urged the Government to implement without delay the Optional Protocol to the United Nations Convention Against Torture (“OPCAT”). This would allow for independent inspections of all places of detention, including Garda Stations. Such a mechanism would greatly enhance the operation of governance, oversight and accountability by introducing an effective means to ensure independent professional scrutiny of police services which would promote excellence in policing standards.
2. Simplify the system of governance, oversight and accountability
 - 2.1. There are currently four bodies involved in policing oversight: (1) the Policing Authority, (2) the Garda Inspectorate, (3) the Garda Síochána Ombudsman Commission and (4) An Garda Síochána itself.
 - 2.2. Understanding the parameters of the role of each of these bodies in policing oversight is not a simple process.
 - 2.3. Accordingly, the Society recommends exploring the feasibility and benefits of consolidating certain functions exercised by each/some of the four bodies to create a much clearer and simpler framework of governance, oversight and accountability.
3. Simplify complaints and discipline investigation processes and enhance transparency
 - 3.1. By examining the oversight system as a whole, the Society recommends considering what might be achievable, on a broader level, to simplify complaints and discipline investigation processes while also enhancing transparency.
 - 3.2. These systems must be fair for all parties involved. The provision of examples of outcomes of complaints and discipline processes could help people when determining which body to contact.
4. Adequately resource oversight bodies
 - 4.1. A failure to adequately resource oversight bodies ultimately leads to adverse consequences for all concerned. Adequate funding and resourcing is in the long term public interest.
 - 4.2. The Law Society recommends that mechanisms be introduced to ensure guaranteed allocation of adequate resourcing to all policing oversight bodies.

5. Introduce policies and mechanisms to oversee the accountable exercise of statutory and discretionary powers by An Garda Síochána
 - 5.1. An Garda Síochána are conferred with many statutory powers which have the effect of removing, limiting or interfering with the constitutional and fundamental human rights of individuals.
 - 5.2. Examples of these types of statutory powers can be found in the use of covert surveillance methods, when obtaining DNA evidence and when detaining suspects in garda stations for questioning. An example of a discretionary power afforded to superintendents would be the issuing of fixed penalty notices under the Road Traffic Acts.
 - 5.3. While the courts play a key role in mitigating police powers, the opportunity for the judiciary's oversight arises only on an individual basis when a legal challenge to the exercise of a specific police power is taken by an accused person.
 - 5.4. Accordingly, the Society strongly encourages the introduction of policies and mechanisms to oversee the accountable exercise of these types of statutory and discretionary powers by gardaí.

6. Advocate a strong role for solicitors in overseeing and tempering garda powers of detention and place the solicitors' role in attending interviews on a statutory footing
 - 6.1. While Ireland has comparable periods of detention without charge to both Northern Ireland and England and Wales, detainees in those jurisdictions typically spend less time in custody. This is as a result of more efficient practices that are influenced positively by the presence of defence solicitors. Within the ambit of such considerable detention powers, An Garda Síochána are conferred with many additional statutory powers which have the effect of removing, limiting or interfering with the constitutional and fundamental human rights of individuals.
 - 6.2. A detainee in a garda station is in a position of considerable vulnerability. This vulnerability may be mitigated by access to a solicitor, who can advocate for detainees' legal, constitutional and human rights.
 - 6.3. Accordingly, solicitors play a vital role in overseeing garda powers of detention by challenging, when necessary, actions which directly encroach upon a citizens' right to liberty or silence.
 - 6.4. Police reform and oversight bodies must advocate for the role of solicitors in garda stations to be placed on a statutory footing as soon as possible. Solicitors need to be adequately empowered by the State to represent citizens in garda stations as opposed to merely delivering legal advice. This is in the public interest.

- 6.5. Professor John Jackson attributes a very broad meaning to the role of solicitors in police stations in the Modern Law Review (paywalled) (referred to by Dr Vicky Conway, [The right to legal advice in the garda station: DPP v Doyle, 19 January 2017, humanrights.ie](#)). Professor Jackson's description of the role goes considerably beyond the giving of legal advice and includes:
- Protecting the rights of detainees such as the privilege against self-incrimination
 - Preventing miscarriages of justice
 - Delivering the aims of Article 6 of the ECHR
 - Fulfilling a representational role (rather than exclusively advisory) in complex cases
- 6.6. Therefore, by necessity, any review of policing must explore the adequacy of current mechanisms which facilitate a role for solicitors in vindicating the rights of detainees within the garda station.
- 6.7. The Commission is invited to consider the adequacy of current mechanisms for the facilitation of the role of solicitors in garda stations by evaluating:

(1) the basis upon which solicitors attend garda stations to provide legal representation should be placed on a statutory footing as soon as possible.

As it currently stands, the Criminal Justice Act 1984 requires gardaí to inform a person who is detained that they are entitled to consult with a solicitor. However, that is the extent of the statutory obligation on gardaí. This ignores the reality of the dynamic of investigation during the detention and interrogation process. If the solicitor (and the detained person) cannot rely on statutory requirements of an attending solicitor, then preference will always be given to the requirements of investigation over the rights or needs of a client.

(2) the adequacy of current legal aid provision for detainees in garda stations.

Dr Vicky Conway of the Socio-Legal Research Centre at Dublin City University [reported at a conference, hosted in conjunction with the Law Society in September 2017](#), on "an alarmingly low" rate of just 7 to 8% of interviews being attended by solicitors.

The Society attributes the exceptionally low threshold for eligibility for legal aid as one of the causes for such low rates of legal representation during garda station interviews.

For people who are on a low income or unable to afford legal representation, the Society expresses concern over the low threshold and absolute nature of it. The threshold of eligibility contains no flexibility, insofar as a person who earns one euro over the threshold of €20,316 will not qualify. By contrast, legal aid that is approved by a judge involves consideration of the means of the person including their personal circumstances such as whether they have dependants.

The Society suggests that the emphasis should not be placed on financial eligibility but rather on ensuring universal representation for all those unable to pay for it.

Communication of the right to legal representation and its availability for detainees is also crucial in ensuring equal access for all.

Given the vital role of solicitors in garda stations, equal and unrestricted access to legal advice during detention must be enabled and facilitated by State bodies.

(3) the need to introduce policies and procedures which ensure citizens detained in garda stations are empowered to independently select a qualified solicitor to help them from the Law Society's '[Find a Garda Station Solicitor](#)' Web Directory.

A reality of life for many people is that, while they have the right to consult a solicitor, they may not actually have their own lawyer to call in such circumstances. If a person under arrest does not request their own solicitor, Gardaí cannot by law direct that person to use a specific solicitor; that would obviously become legally problematic for a number of reasons.

To support both the detained person and gardaí in complying with the law, the Law Society created an online tool: '[Find a Garda Station Solicitor](#)'. This is a public database of solicitors who are available in various localities to attend Garda Stations to provide legal advices and also attend interviews. Accessible through the Law Society's website (www.lawsociety.ie/gss), it provides a searchable and accessible list of qualified solicitors available to attend Garda Station interviews.

The '[Find a Garda Station Solicitor](#)' database service has been designed to:

- help find a solicitor's contact details when detained in garda custody
- enable gardaí to search, by division, for a solicitor available to attend their local garda station to provide legal advices and attend interviews.
- provide a current and randomised list of available solicitors for their selected division on the day an individual is detained (in circumstances when a detainee does not nominate their own solicitor).

The Society has recently broadened the database to include a list of solicitors available to attend those who have been detained under a European Arrest Warrant.

(4) whether policies and procedures should be introduced in garda stations which enhance the protection of confidentiality in solicitor-client communications.

When a breach of legal professional privilege or solicitor-client confidentiality occurs during a detention, this undoubtedly has the effect of lengthening legal proceedings due to the necessity for ancillary challenges to any evidence obtained by gardaí during the detention. This means further expenditure of public monies to deal with what are avoidable challenges.

(5) the merits of affording solicitors an opportunity to contribute to plans for design and development of new facilities in garda stations.

It may be beneficial if capital expenditure programmes such as the [Garda Building and Refurbishment Programme 2016-2021](#) considered how best to facilitate the role of

solicitors in garda stations. While recent investment in developing Henry Street Garda Station in Limerick is to be welcomed, the Society understands that it is not yet completed. Just one room has been allocated for the provision of private legal advices by solicitors to detainees, whereas, six interview rooms have been developed for interrogations. One consultation room is unlikely to be adequate to accommodate six potentially coinciding interviews. Similarly, facilities for private phone call to solicitors should also be included in refurbishment programmes.

It is important that interrogation needs are not prioritised and facilitated to a greater extent than the essential needs of detainees including access to confidential legal advices before, during and after questioning. This may indicate that the current capital investment programme, which has another four years to run, has not yet adequately considered how to best facilitate the vital role played by solicitors when developing garda station infrastructure for the future.

Accordingly, the Law Society recommends that the Commission consider the merits in affording solicitors an opportunity to contribute to the implementation of the Capital Expenditure Programme. The Society is available to contribute the views of solicitors.

B. RECRUITMENT, TRAINING AND PROFESSIONAL DEVELOPMENT

7. Empower policing oversight bodies to oversee the adequate resourcing of An Garda Síochána
- 7.1. The freeze on public service recruitment in response to the recession significantly impacted An Garda Síochána's human resources. The Society recommends that policing oversight bodies be empowered to oversee the adequacy of staffing, recruitment, training and professional development resources in An Garda Síochána and, when necessary, be positioned to secure additional funding.
8. Introduce a scheme of Continuous Professional Development
- 8.1. Most regulated professions are subject to continuous professional development (CPD) requirements and the benefits in terms of enhancing standards and quality of service are well known. Mandatory CPD is in line with best practice in virtually any other profession as well as other police forces. Dr Shannon's presentation to the [Justice and Equality Committee's](#) discussion of his child protection Audit describes "on-the-job" training in An Garda Síochána with little or no post-qualification training;

"We found a deep-seated culture of privileging on-the-job training and learning over and possibly to the detriment of formal training. As Irish society changes, it is of enormous importance that our gardaí are fully trained on the changing nature of Irish society. This is not confined to issues relating to children but applies generally, so that we understand the changing nature of Irish society and that policing reacts to that changing nature...The legislative landscape is changing dramatically. Accordingly, we must ensure that members of An Garda Síochána understand these new powers and responsibilities imposed upon them. That can only be achieved through training...It is important we train our gardai and that this training does not stop once they leave Templemore. My vision for a force that exercises such exceptional powers is that there should be mandatory continuing professional development for members of An Garda Síochána."
- 8.2. The Society recommends the introduction of a mandatory CPD scheme for all gardaí which is targeted to both the evolving continuing professional development needs of gardaí and delivers targeted reform based on feedback from oversight bodies. It should be conducted on an annual or bi-annual basis and include both hard and soft skills to ensure all members of the force are in a position to deliver the best service to the public.
- 8.3. Compulsory CPD topics could include code(s) of conduct, rights of detainees, child protection powers, policies and procedures, the role of solicitors in protecting these rights, legislative developments, victims' rights and how to prepare cases for prosecution.

- 8.4. The Society, as stakeholder in the justice sector and with a strong educational focus, would welcome the opportunity to play a role in the provision of relevant training and education, both to student gardaí and those in-service.

C. THE ROLE OF POLICING INCLUDING COMMUNITY SAFETY, STATE SECURITY AND IMMIGRATION

9. Champion a community policing role for An Garda Síochána
- 9.1. The Society recommends that the Commission advocate for an increased community policing role for An Garda Síochána. Community policing offers a way forward where there have been considerable cuts to resources and offers a solution of cost savings whilst also restoring public confidence in the gardaí. Community policing could have a particular impact in rural areas where feelings of isolation, fear and vulnerability have been exacerbated by the closure of local garda stations and the decreased visible presence of gardaí. It would have the dual effect of bolstering confidence in An Garda Síochána as well as acting as a deterrent for potential offenders.
- 9.2. Community policing has been described as “a philosophy that promotes organisational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.” (see Jeremy M. Wilson and Alexander Weiss, [A Performance-Based Approach to Police Staffing and Allocation](#))
- 9.3. In the United States a dedicated Office of Community Orientated Policing Services ([COPS Office](#)) was established. It is a component of their Department of Justice charged with delivering community policing. The COPS Office champions community policing which “begins with a commitment to building trust and mutual respect between police and communities...critical to public safety, ensuring that all stakeholders work together to address ... crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioural patterns, and allocate resources.” They are responsible for advancing the practice of community policing by all law enforcement agencies through information and grant resources. They award grants to hire community policing professionals, develop and test innovative policing strategies, and provide training and technical assistance to community members, local government leaders, and all levels of law enforcement. Since 1994, the COPS Office has invested more than \$14 billion to help advance community policing.

- 9.4. The Law Society recommends that the Commission explores the feasibility of the COPS Office initiative being adopted in Ireland so as to champion a community policing role for An Garda Síochána in Ireland.
- 9.5. The Society commends progress to date in Ireland in establishing Joint Policing Committees (JPCs) under section 35 of the Garda Síochána Act 2005 and encourages their further development nationwide. JPCs are an invaluable forum for consultation and discussion on matters of crime and policing with local authorities. The Policing Authority's oversight powers in relation to the establishment and maintenance of the Joint Policing Committees by local authorities and the Garda Commissioner, previously held by the Department of Justice and Equality, are also worthwhile.
- 9.6. The Law Society recommends that the Commission review the roll-out of Joint Policing Committees nationwide and explore whether they are currently adequately resourced.
10. Protect victim's rights in compliance with the Constitutionally-enshrined principles of criminal justice
 - 10.1. The Society recommends that policing reform ensure that victims of crime are treated in compliance with the Criminal Justice (Victims of Crime) Act 2017 while navigating the Constitutionally-enshrined principles of criminal justice. The task of balancing victims' rights with those of the rights of the suspect in garda stations must be mindful of fair procedures, as guaranteed by the Constitution, European Convention on Human Rights and EU Charter on Fundamental Rights.
 - 10.2. The Society also highlights the importance of specialist investigation units for vulnerable and at-risk groups of victims. They offer a consistent and professional approach to the investigation of specialised crime types. In this regard, the Society welcomes the four new Divisional Protective Services Units in Cabra, Clondalkin, Anglesea Street (Cork) and Dundalk which opened in June 2017 and encourages the expansion of specialist capacity in this area to ensure the rights of victims are wholly respected and vindicated.
11. Promote restorative justice initiatives within An Garda Síochána and advocate the role of Gardaí in the rehabilitation of offenders
 - 11.1. Gardaí have an important role to play in restorative justice in tandem with rehabilitation efforts across all criminal justice stakeholders. Restorative justice programmes delivered by the Greater Manchester Police and also Thames Valley Police have reported successful outcomes for victims and criminals. In Ireland, two successful restorative justice programmes include [Restorative Justice in the Community](#), based in Nenagh, as well as [Restorative Justice Services](#) based in Tallaght. Also, the National Commission on Restorative Justice in its 2009 [Final Report](#), recommended the use of restorative justice on a national basis. The Society recommends that the Commission promote the pursuit of restorative justice initiatives by An Garda Síochána which are adequately resourced. Therefore, the Society recommends that the Commission evaluate current systems and

resources available to An Garda Síochána when approaching their role in the rehabilitation and reintegration of offenders into society.

D. TECHNOLOGY AND DIGITAL INNOVATION

12. Enhance Irish Policing by harnessing technological and digital innovations
- 12.1. The Law Society welcomes An Garda Síochána's [Modernisation and Renewal Programme](#) and, in particular, plans to introduce advanced IT systems and adequately equip gardaí with the tools, training and resources they need to do their jobs.
- 12.2. The Society recommends that the Commission advocate for speedier adoption of technology and digital innovation in An Garda Síochána as well as in the policing oversight bodies, to the extent that it is appropriate to the needs of a modern police service. This is essential to ensure greater efficiencies and also enhance compliance with, for example, data protection obligations under GDPR and principles relating to the fair processing of data. Adequate staffing must be allocated which ensures accurate up-to-date records together with their periodic review. Regular review of data management policies by the Data Protection Commissioner may be beneficial. Consideration of the types of data which should be retained on Pulse would be worthwhile with opportunities provided for data to be erased when appropriate. Independent oversight of the type of data captured by An Garda Síochána would ensure the legality of the data they process. Regular training of staff is also vital as well as ensuring garda stations are equipped with adequate and current technology.
- 12.3. The Society is mindful of the Dr Shannon's Audit and, in particular, his remarks during his presentation to the [Joint Committee on Justice and Equality](#) regarding the Pulse system:
- “An Garda Síochána has confirmed that systemic reform of PULSE is under way and this process of reform is clearly to be welcomed. It is important that when An Garda Síochána exercises what is an exceptional power without warrant and without court oversight that the process is accurately documented on the system. The audit suggests a template for how the PULSE system should be redrawn, ensuring these data are entered accurately.”*
- 12.4. Efficiencies may also be possible in terms of the administration of the same data in tandem with other criminal justice stakeholders. For example, the District Court updates Pulse in relation to case out-come, however, for Circuit Court Cases this data is inputted by An Garda Síochána.
- 12.5. A relatively recent technology innovation being deployed by some police services is the use of Video Audio Evidence Gathering Cameras (VAEG) also known as Body-Worn Cameras (BWCs). BWCs are already in use in some Irish prisons.
- 12.6. BWCs may have some beneficial applications in policing and policing reform in Ireland including:
- Changing the behaviour of police and people when interacting with police
 - Encouraging police best practice

- Ensuring procedures are adhered to at crime scenes by police and anyone else present
- Video footage could be of evidential value in determining complaints and also in court cases
- Video footage for use in police training
- Enhancing public trust in policing because of the knowledge that video footage is available if necessary

12.7. BWCs used throughout a person’s detention in a garda station could provide a transparent independent record of the arrest, caution and detention process should such a record be necessary in the future.

12.8. However, it is important to note that a recent comprehensive [study](#) into the impact of BWCs in policing cautioned against expecting [“dramatic reductions in the use-of-force complaints, or other large-scale shifts in police behaviour solely from the deployment of this technology.”](#) The study was unable to test evidentiary value of BWCs at this early stage. Accordingly, the Society recommends that the Commission explore the use of BWCs for policing and policing reform in Ireland while being mindful to not place too much expectation in the ability of this technology alone to solve and prevent policing problems.

E. LEADERSHIP AND STRUCTURES

13. Develop An Garda Síochána’s structures, operations and management in line with international best practice

13.1. The primary focus of policing reform for many years has been oversight and it is timely to now reflect on how to best develop An Garda Síochána’s own leadership capabilities. It is no different from any other organisation where senior members must lead and direct so that junior members can follow and implement.

13.2. The development, implementation and adequate resourcing of An Garda Síochána’s structures, operations and management processes must be a key objective of policing reform. There is an opportunity now to restore the necessary investment in recruitment and staffing of key positions within the organisation. Consistent resourcing is essential to minimise any difficulties with gardaí meeting the expectations that investigations will be carried out in a professional manner with proper accountability structures. It is vital that An Garda Síochána have the resources to implement international best practice and policies.

13.3. In relation to “appropriate leadership and management capacity to deliver effective and accountable policing”, it is likely that current early retirement requirements result in the loss of significant experience and skill. Consideration could also be given to a transparent promotion system where skills are matched with the role to which the person is applying to ensure that the right people with the appropriate knowledge and experience fill roles.

- 13.4. The Society recommends that the Commission consider reviewing the functions carried out by the gardaí to evaluate whether some of the minor but time consuming matters i.e. stamping passports, could be more efficiently dealt with by other organisations or bodies. This would have the effect of streamlining garda resources and ensuring the force's full focus is on key areas of crime prevention and detection.

F. CROSS CUTTING PRINCIPLES, CULTURE, ETHOS AND VALUES

14. Embedding cross-cutting principles of human rights, justice and communities into the framework for policing reform in Ireland
- 14.1. The cross-cutting principles informing the Commission's analysis in the five key areas are human rights, justice, inter-agency and international partnership and communities.
- 14.2. Solicitors play a vital role in overseeing and tempering the exercise of significant garda statutory powers which cross-cut the areas of human rights, justice and communities. Accordingly, the Society is eager to contribute the voice of solicitors to the process for policing reform now and in the future.
- 14.3. The Society welcomes the emphasis being placed on the criminal justice system as a system wherein all stakeholders are working together to make a positive contribution. In this regard, solicitors are a significant part and are willing to offer their contributions and work towards improving the system.
- 14.4. Consideration could be given to the introduction of the UK 'Nolan principles' - 7 principles of public life that can be applied to anyone who works as a public office holder, including the police. These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership. The Mission and Vision of An Garda Síochana, like in any organisation, should be promoted and, supporting behaviours incentivised.

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