



Mr. Charlie Flanagan, T.D.,
Minister for Justice and Equality

12 September 2018

Dear Minister,

I am writing to confirm that the Commission on the Future of Policing in Ireland has come to the end of the work mandated by our Terms of Reference and I have the honour now to enclose our report. I am also enclosing a document detailing the areas within the report which address each aspect of our Terms of Reference.

As you will see, we propose a new framework for policing, security and community safety in Ireland, based on ten interlinked principles. We recommend in particular:

1. A new approach to policing and community safety, which will ensure police are more visible in communities, and an emphasis on preventing harm and protecting vulnerable people;
2. Measures to deliver a professional, modern and effective police service fit for the 21st century that is well-managed, efficient and cost-effective, properly trained and equipped, has ethics at its core and is clearly accountable to the people;
3. A multi-agency framework for national security, headed by a National Security Coordinator, to pool intelligence and information and provide long-term threat assessments;
4. A new coherent framework for the independent oversight of policing and community safety, with a clear mandate for effective scrutiny, which will promote professional standards of policing and ensure fully independent investigation of complaints.

My letter to you of 15 December 2017 highlighted that as our work was progressing, the extent to which all the strands of our terms of reference are inter-related was becoming increasingly apparent. We were seeing the value in being able to stand back to do the fundamental in-depth review of policing which was mandated, and to make recommendations for reform in a holistic way. I would like to underline that point again now.

The enclosed report contains a coherent reform programme for policing and our view is that its successful delivery will require it to be implemented as a package. We have highlighted a number of recommendations which we feel are critical for early progress and momentum. We have also recommended an approach to implementation which includes an independent Chairperson, but is otherwise embedded in the key Departments and agencies, to ensure collective ownership of delivery.

Ireland is a modern, dynamic country and its police service should reflect that reality. Reform of policing is long overdue. While the reform we propose may be challenging and the timeframe we propose is ambitious, we believe that it can be done and we believe that now is the time to do it.

It has been a privilege for me to be involved with such an extraordinary team of committed Commission members on such important work. We would like to thank you and the staff of the Department of Justice and Equality with whom we have engaged during our process for your support during the Commission's lifetime.

I look forward to the opportunity to meet in person next week to discuss our recommendations.

Yours sincerely,



Kathleen O' Toole
Chair

cc: Mr. Leo Varadkar, T.D., Taoiseach