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Title of Submission:	Lessons from the Trenches: Driivng Change
Comments:	CDI has been working in Tallaght and other disadvantaged communities for over ten years, and welcomes the opportunity to inform this potentially far reaching review. Our reflections are based on our experience of leading and managing change in a wide range of organisations and settings, including secure institutions; introducing new practices to diverse disciplines, and being exposed to and mentored by top experts in the implementation of evidence informed services. Our experience leads us to conclude that the following processes would be central to effective policing reform: • Change must be modelled from the top down, requiring leadership, senior management with a vision for a new police force, and with the ability to make demonstrable change in their own behaviours and engagement; • It must also be driven from the frontline, with changes initiated reflecting the needs and requirements of these personnel; • It must be resourced with the identified funding to enable staff training, supervision and ongoing development, and clear and transparent processes for these opportunities agreed; • Monitoring and evaluation should be built into new systems at the outset, with agreement on how their impact will be measured. Any such initiatives should be based on evidence, rather than personal interest; • There is huge value in inter disciplinary training, facilitating sharing of information and perspectives. Inter agency collaboration is also far more likely where there are shared experiences, mutual respect and working relationships have been nurtured; • Focusing on what is working well, and how to enhance this is critical, particularly where there has been open and public criticism. Working to develop confidence, both internally and externally is important. A system which is able to acknowledge difficulties is also central to a change management process, and demonstrable leadership in this will be important.