



ANNUAL REPORT
Policing Plan
AN GARDA SÍOCHÁNA

NATIONAL POLICING

Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p>9 National Drug Strategy:</p> <p>Progressing the initiatives assigned to An Garda Síochána in the National Drug Strategy 2017 – 2025, reporting quarterly on performance to the Policing Authority.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - In 2020 An Garda Síochána progressed the actions allocated to it under the National Drugs Strategy 'Reducing Harm, Supporting Recovery - a health-led response to drug and alcohol use in Ireland 2017-2025'. - Detailed updates on our performance were provided to the Policing Authority on a quarterly basis - There are eleven objectives in the National Drug Strategy 2017 – 2025. - Two of these, Objective 3.2: (<i>Implement effective law enforcement and supply reduction strategies and actions to prevent, disrupt or otherwise reduce the availability of illicit drugs</i>) and Objective 4.1 (Strengthen the resilience of communities and build their capacity to respond) are of particular focus for AGS. - Actions of note include: <ul style="list-style-type: none"> o Action 3.2.36 – Invest in capacity-building measures to support the role of law enforcement authorities in monitoring drug markets, new drug markets, and the surface and dark web. o Action 3.2.37 - Consider the case for the use of Community Impact Statements within the criminal justice system in Ireland o Action 4.1.41 - Continue to build a community policing ethos. Build on achievements of local policing fora in providing for and maintaining relationships between An Garda Síochána and the local communities. o Action 4.1.42 - Carry out evaluation of the Drug Related Intimidation (DRI) Reporting Programme to strengthen its effectiveness and raise public awareness. - The GNDOCB liaises with the Department of Health and other relevant agencies to further actions related to these objectives. - For example, Action 3.2.36: Invest in capacity building measures to support the role of law enforcement authorities in monitoring drug markets, new drug markets, and the surface and dark web. <ul style="list-style-type: none"> o AGS continues to participate in the Early Warning Emerging Trends Committee, which commenced in Q2 2019. o Ongoing liaison with international partners in Europol, United Nations Office on Drugs and Crime (UNODC), Drugs Enforcement Administration (DEA), National Crime Agency (NCA), European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) with regard to the monitoring of drug markets including new drug markets. o GNDOCB, AGS hold presidency of the POMPIDU group for drugs online. o Liaison with Health Products Regulatory Authority (HPRA) and Customs. o Participation in the European and multidisciplinary platform against criminal threats o EMPACT in cocaine, cannabis, heroin and new psychoactive substances. o Liaison with the HSE, Department of Health and Health Research Board with regard to deaths by poisoning and emerging trends.

YEAR END TARGET	PROGRESS MADE
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16 Public Health Operations:

Implementing appropriate operations to support public health mandated restrictions on movement, assembly and certain activities (Operation Fanacht).

TARGET ACHIEVED



- In support of the Commissioner's instruction and public health guidelines to prevent the spread of Covid-19 in the community, the following Operations continued to support restrictions on movement, assembly and certain activities:
 - o Operation Fanacht commenced in March 2020 with road traffic checkpoints established in key locations. Operation Fanacht involves high visibility patrolling by Garda members across the country, with the focus of this activity on continuing to encourage people to adhere to national public health measures. It involves large-scale checkpoints on many main routes, and thousands of mobile checkpoints on secondary routes and in towns and villages.
 - o Operation Navigation commenced in July 2020 to ensure that all licensed premises are in compliance with the provisions of the Health Act 1947 (Section 31A – Temporary Restrictions) (Covid-19) (No. 3) Regulations 2020. The Operation continued with increased activity countrywide following the re-opening of certain licensed premises in December 2020.
- The Corporate Communications team continues to support An Garda Síochána in its graduated policing response, highlighting government advice to the public to reduce the spread of Covid-19.
- By engaging with our continuously growing 1.4m social media followers as well as retaining our close connection with our community, we continue to promote the advice of the HSE and demonstrate examples of good practice by Gardaí, using hashtags such #HoldFirm #StaySafe #HereToHelp.
- This has included:
 - o Regular updates shared on our social and digital media channels, including the various public health measures imposed
 - o Promoting the Covid Tracker app and subsequent updates to it;
 - o Sharing images of Gardaí highlighting community engagement
- In December the All Ireland Senior Hurling and Football Finals each brought challenges. Robust policing plans were put in place in all related Divisions to ensure that public order was maintained and to discourage public gatherings.
- Liaison with Government Departments, the GAA and the Licensed Vintners Association took place in advance of both matches and the Garda Press Office used social media to great effect in order to publicise the need to adhere to public health guidelines.

17 National Coordination and Tasking Functions:

Consolidating the national Coordination and Tasking Functions in line with the Operating Model rollout.

TARGET ACHIEVED



- The National Coordination and Tasking Functions, through the National Criminal Intelligence Framework (NCIF), aims to improve coordinating security matters with policing regions.
- The proposed NCIF will include the following:
 - o Structure of Co-ordination Units (from both a national / regional perspective)
 - o Central Co-ordination outside NCIU
 - o Reporting structure
 - o Role of surveillance units
 - o Proposed technical capacity
- The NCIF has been reviewed by the Office of Deputy Commissioner, Policing and Security and it is anticipated that a presentation on the NCIF will be provided to the Garda Executive in early 2021.

YEAR END TARGET	PROGRESS MADE
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18 OCG Threat Assessment Matrix:

Implementing our OCG threat assessment matrix (Q4).

TARGET ACHIEVED ✓

- In 2019, An Garda Síochána developed the Organised Crime Gang (OCG) Threat Assessment Matrix. This tool will help An Garda Síochána to measure and monitor the evolving threats that criminal gangs pose to the public and to deal more effectively with threats before they can escalate.
- The implementation of the threat assessment matrix has commenced: initially, as part of the Eastern Region Intelligence Hub, within the Operating Model.
- A trial within the National Criminal Intelligence Unit (NCIU) is also ongoing.

19 Cyber-crime Hubs:

Continuing the establishment and commencing operation of 3 satellite cyber-crime hubs (Q4).

TARGET ACHIEVED ✓

- Competitions for vacancies for Detective Inspectors, Detective Sergeants and Detective Gardaí for the Garda National Cybercrime Bureau (GNCCB) and satellite cybercrime hubs have been completed.
- The interviews concluded in December 2020.
- A panel to fill the vacancies has been drawn up in respect of each rank.
- Personnel have not been allocated, as yet, and it is anticipated that this will be completed in Q1 2021
- The three satellite hubs (Wexford, Galway, Meath/Westmeath) are complete and (office) equipment has been installed in each hub.
- The networking of the Cybercrime Satellite Hubs was due to be completed by mid-January 2021
- The contract for ICT equipment will be awarded in Q1 2021.
- A training programme for new staff has been developed and submitted to the Project Manager for consideration.
- The provision of psychological support services for Garda National Protective Services Bureau (GNPSB)/GNCCB/Divisional PSUs and specialist interviewers has been approved

27 Drug-related Crime Review:

Keeping under review the impact of new and evolving environment on drug and drug-related crime types and maintaining appropriate operational responses.

TARGET ACHIEVED ✓

- An Garda Síochána monitors drug trends in line with the EU Early Warning System through the following initiatives:
 - o Continuing liaison with international partners in Europol, United Nations Office on Drugs and Crime (UNODC), Drugs Enforcement Administration (US)(DEA), National Crime Agency (UK) (NCA), and European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) with regard to monitoring of drug markets including new drug markets.
 - o D/Superintendent Garda National Drugs and Organised Crime Bureau (GNDOCB) holds the Presidency of the Co-operation Group to Combat Drug Abuse and Illicit Trafficking in Drugs, also known as the POMPIDOU group.
 - o GNDOCB continues to liaise with the Health Products Regulatory Authority (HPRA) and Revenue Customs.
 - o Participation in the European Multidisciplinary Platform Against Criminal Threats (EMPACT) in cocaine, cannabis, and heroin.
 - o Continuing liaison with local drug units and established network of trained Garda members in the monitoring of local drug markets.
 - o Liaison with the Health Service Executive (HSE), Department of Health and Health Research Board (HRB) with respect to deaths by poisoning and emerging trends.

YEAR END TARGET	PROGRESS MADE
	<ul style="list-style-type: none"> o Liaison with Early Warning Emerging Trends Committee, National Drugs Strategy concerning the emerging trend of Nitrous Oxide Misuse. An Garda Síochána continues to collaborate with partner agencies including Revenue Customs regarding the importation, export or sale of Nitrous Oxide for unlawful purposes. o Liaison with partner agencies including Revenue and Customs, Forensic Science Ireland and the HSE regarding the emerging trend of Cannabis edibles following the seizure of significant quantity of cannabis infused products (sweets).
<p>28 Reporting on OCGs to Policing Authority:</p> <p>Ongoing targeting of organised crime groups, emerging threats and challenges (reporting quarterly to the Policing Authority).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - A quarterly verbal report is provided by the Assistant Commissioner Organised and Serious Crime to the Policing Authority.
<p>33 Homicide Investigation Recommendations:</p> <p>Progressing the recommendations of the Homicide Investigation Review Team.</p>	<ul style="list-style-type: none"> - In 2018, An Garda Síochána established a Homicide Investigation Review Team to conduct a review of the quality of investigations, including the classification of data on PULSE, in respect of 41 cases. - There were 21 recommendations arising from this review. - An Implementation Group was established and each of the recommendations was allocated to a respective policy owner to action. - 12 of the 21 recommendations have been finalised. - Closing reports for these recommendations have been received, reviewed and discussed at Implementation Group meetings, wherein it was agreed that the actions outlined in the reports fully addressed the matters identified in the recommendations. - Significant progress has been made in respect of the nine remaining recommendations and efforts continue by all relevant stakeholders to complete same. - The Homicide Investigation Review Team has been requested to reconvene to complete a review of data held at the Office of the State Pathologist and PULSE data relating to deceased persons for 2019.
<p>34 Divisional Protective Services Units:</p> <p>Consolidation of the national rollout of Divisional Protective Service Units in all 19 divisions in line with our commitments under the Second National Strategy on Domestic, Sexual and Gender-based Violence Action Plan.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - Divisional Protective Services Units (DPSUs) deliver a consistent and professional approach to the investigation of specialised crime types, including sexual crime and domestic abuse. - DPSUs have been established in 19 Divisions, with Inspectors appointed to all Units. - The Terms of Reference for the Post-Implementation Review have been approved. - A blended approach to training, using a mix of e-learning and webinar style presentations, has been agreed between the Garda National Protective Services Bureau and the Garda College. - The various Covid-19 restrictions in place throughout 2020 have delayed the completion and delivery of this training programme.

YEAR END TARGET	PROGRESS MADE
<p>35 Domestic Abuse Risk Assessment Tool:</p> <p>Continuing roll out of 'Domestic Abuse Risk Assessment Tool' in phased manner and roll out risk assessment training.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The Domestic Abuse Risk Assessment Tool is a decision-making model which was developed by the Garda National Protective Services Bureau (GNPSB) to coincide with the establishment of the DPSUs. This tool comprises of six high risk factors, as per collective professional knowledge and experience. It enables members of An Garda Síochána to screen incidents with a Domestic Abuse motive and categorise the parties involved as being high or low risk, aiding the victims safety and protection. - It was rolled out in the DMR East Division in March 2020. - Training was due to commence in the Kerry and Galway Divisions shortly after, however, due to the commencement of Covid-19 restrictions, the intended roll out was postponed. - E-learning modules specific to the Domestic Abuse Risk Assessment Tool were uploaded on to the Garda College Learning Management System (LMS) and went live to participants from the DPSUs and senior management in Galway and Kerry Divisions in December 2020. - Roll out for other Divisions will be facilitated as soon as is possible.
<p>36 Domestic Abuse Operations:</p> <p>Undertaking specific operations to protect victims, and potential victims, of domestic abuse (Operation Faoiseamh).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - 'Operation Faoiseamh' commenced on 1st April 2020 with the goal of providing support and reassurance to victims of domestic abuse during the Covid-19 restrictions. - The operation revolves around four pillars: a media campaign, execution of Domestic Violence Act 2018 orders, completing Domestic Abuse call-backs and proactive follow-up calls to all victims of domestic abuse by Garda Victim Service Offices. - In excess of 21,000 contacts or attempts at contact to victims of domestic abuse were recorded as part of 'Operation Faoiseamh' since its commencement. - There was a 24% increase in charging of offenders for domestic abuse related crime in 2020. - A 17% increase in breaches of Domestic Abuse Court Orders was recorded, with 4323 orders notified to An Garda Síochána in 2020. - Criminal charges preferred for breaches of Domestic Violence Act 2018 Orders were up 25% in 2020 to 4,036 - 'Operation Faoiseamh' has been recognised by the Department of Public Expenditure and Reform as part of the Civil Service Excellence and Innovation Recognition Event in the "Excellence in Customer Service" category. - 'Operation Faoiseamh' was an active ongoing operation throughout 2020 and has continued into 2021.
<p>37 Call-backs to Domestic Abuse Victims:</p> <p>Ensuring that 'In-person' or 'phone call' or other appropriate contact will be made with victims and recorded in the Victim Engagement screen, within 7 days of a domestic abuse incident, in 60% of cases. The means of communication selected will be based on a consideration of risk to the victim.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The Garda National Protective Services Bureau (GNPSB) Governance Unit continues to monitor the engagement with victims throughout Divisions. - As at December 2020, the Performance Based Analysis (PBA) report indicated that 81% of Domestic Abuse victims received appropriate contact from An Garda Síochána within 7 days of a domestic abuse incident being reported during 2020.

YEAR END TARGET	PROGRESS MADE
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38 Victim Assessments:

Increasing the proportion of complete victim assessments which are made within 3 days of reporting to 85%

TARGET ACHIEVED ✓

- In 2019, An Garda Síochána deployed a Victims of Crime Key Performance Indicator (KPI) Dashboard.
- This allows senior Garda Managers to measure success, identify concerns, understand patterns, and action remedies in terms of the completion of victim of crime assessments which are being carried out.
- A victim of crime assessment is a feature on PULSE that helps identify vulnerable victims who might require additional support.
- Once identified, the victims are discussed at the daily Performance Accountability Framework (PAF) meeting.
- The GNPSB Governance Unit continues to monitor engagement throughout Divisions.
- As of December 2020, the Performance Based Assessment (PBA) report indicated that 88% of victim assessments in 2020 were completed within 3 days of a reported incident.

39 Victim Support Training:

Continuing to develop our training, including e-learning capability, on victim support.

TARGET ACHIEVED ✓

- Following broad research and stakeholder engagement, An Garda Síochána has developed the course content and course outline for training under the Criminal Justice (Victims of Crime) Act 2017
- This is a robust programme of learning which will provide course participants with an understanding of delivering victim-centred policing and the obligations placed on An Garda Síochána under the Act.
- The various Covid-19 restrictions in place throughout 2020 has resulted in delays with finalising the transfer of the course material to an e-learning format.
- An Garda Síochána also engaged with the University of Limerick with a view to accreditation of the online training package.

NATIONAL SECURITY AND INTELLIGENCE

Key performance indicators

YEAR END TARGET	PROGRESS MADE
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14 Covid-19 Response Coordination:

Leveraging and, where appropriate, establishing appropriate internal systems and processes to coordinate our response to Covid-19.

TARGET ACHIEVED ✓

- A Covid-19 Coordination Unit was established on 10th March 2020 under the direction of D/Chief Superintendent, Liaison and Protection.
- The Unit continues to operate on a 24/7 basis and, in addition to co-ordinating operational instructions and communications, it also functions as a helpline and email service to assist operational frontline Gardaí and to provide guidance and reassurance to Garda members and staff.
- An Garda Síochána is represented on the Major Emergency Management team under the National Public Health Emergency Team under the auspices of the Department of the Taoiseach.
- The Director of Communications and the Garda Press Office continues to liaise with the Covid-19 Co-ordination Unit and the Chief Medical Officer (CMO) to ensure timely and co-ordinated responses and messaging both to the organisation and to the public.

YEAR END TARGET	PROGRESS MADE
	<ul style="list-style-type: none"> - Covid-related updates and advice continued to be disseminated to personnel, both sworn and unsworn, via 'Newsbeat', an internal communications bulletin. - A number of statutory instruments have been enacted in response to Covid-19 and details of all such legislation. In addition to related guidance documents continued to be disseminated as appropriate.
<p>30 Schengen Information Connection:</p> <p>Ensuring capability to allow Ireland connect to Schengen Information Systems (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The Schengen Information System (SIS) is the most widely used and largest information sharing system for security and border management in Europe. - In 2019 An Garda Síochána achieved technical readiness and EU sign-off of the Schengen System was also achieved. - Each Member State operating SIS has to set up a national Supplementary Information Request at the National Entries (SIRENE) Bureau, operational 24/7, that is responsible for supplementary information exchange and co-ordination of activities connected to SIS alerts. - This office was established in Ireland in 2019 to manage the SIS with recruited staff taking up their roles in 2020. - In 2020, Ireland received confirmation from the European Commission to commence data-load on 4th January 2021 with operational go-live on 15th March 2021. - Ireland also passed the E.U. Data Protection Evaluation. A questionnaire survey form has been completed for the EU Commission in regard to Ireland's Police Cooperation Evaluation with a return expected June 2021.
<p>31 Schengen Training:</p> <p>Implementing a training and communications plan for Schengen Information Systems</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - In 2019 Ireland established a national Supplementary Information Request at the National Entries (SIRENE) Bureau responsible for the SIS system with staff taking up their roles in 2020. - A comprehensive training package has been prepared and is available on the Garda College online Learning Management System (LMS). - E-Learning was rolled out in March 2020 consisting of 9 modules. Training is on track to be completed for the go-live in March 2021. At the end of the year the percentage complete was approximately 20%.
<p>32 Schengen Phase III:</p> <p>Commence planning for Schengen Information Systems III (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - Due to legal issues at EU level, the "go-live" of SIS II was delayed from 2020 to 2021. SIS II is now confirmed to "go live" on 15 March 2021. - Planning for SIS III commenced in 2020, with a number of workshops (involving the technical vendor, business team and Garda ICT personnel) being held to finalise various phases of the planning process, such as analysis, design etc. - SIS III Recast Registered Technical Management (RTM) was signed off by the Project Team in December 2020.

YEAR END TARGET	PROGRESS MADE
<p>52 Major Emergency Response:</p> <p>Actively participating in and contributing to Regional and National Major Emergency Management interagency structures, working groups, training and exercise opportunities.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - Scheduled Major Emergency Management (MEM) exercises and working group meetings were attended until March 2020 when restrictions to contain Covid-19 were introduced. - Staff of the Garda National Major Emergency Management Office assisted in staffing the Covid-19 Coordination Unit, which subsequently participated in new structures coordinating the national pandemic response on the island. - Regional MEM structures were used by local Garda management to interact with Principal Response Agencies as well as for co-ordination and oversight. - The Government Task Force, National Steering Group, National Working Group and Garda National Major Emergency Response Coordination Group and other sub-groups re-commenced regular meetings in a remote setting from July onwards. MEM e-learning is being used where possible. - Other operations include collaboration with our partners in the Cross Border Emergency Management Group (CBEMG) and regular communications regarding weather warnings, such as Storm Bella.
<p>53 CBRN Response Capabilities:</p> <p>Replenishing initial CBRN Response Capabilities the delivery of specialised equipment and, subject to capacity, training (Q4).</p> <p>TARGET PARTIALLY ACHIEVED ◐</p>	<ul style="list-style-type: none"> - Chemical Biological Radiological and Nuclear (CBRN) equipment was received by Garda Stores in late January. - Training dates were agreed with the Garda College and nominees requested from each Garda Region. - The first training began in mid-February. - Training was then and still remains suspended due to Covid-19 restrictions.
<p>54 MEM Training:</p> <p>Delivering Major Emergency Management awareness training to Senior Management within An Garda Síochána (Q4).</p> <p>TARGET NOT ACHIEVED ✗</p>	<ul style="list-style-type: none"> - Briefings were organised and arranged to be delivered at Regional Performance Accountability Framework (PAF) meetings. - One such briefing was delivered to the Southern Region in February 2020. - Due to Covid-19 restrictions, further briefings have been deferred. The other regions have been contacted and will consider this target when planning their PAF meetings.

COMMUNITY SAFETY

Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p>1 Community Policing Framework:</p> <p>Continuing to develop implementation of our new Community Policing framework in 4 Divisions – Cork City, DMR South Central, Mayo and Galway (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - An Garda Síochána developed a new Community Policing Framework in 2019. - The Framework provides for small area policing with community policing Gardaí assigned to a specific area of a Division ('a Small Area Policing Sector' (SAPS)). This will ensure a consistent level of interaction between the public and An Garda Síochána. The new framework was implemented in four Garda Divisions in 2020 (Cork City, DMR South Central, Mayo and Galway). - In 2020, a draft review of the implementation of the Community Policing Framework was also developed, evaluating roll-out, training and the supporting material. - Mobility devices, which allow access to PULSE, have been distributed to 370 Community Policing Gardaí in 2020.
<p>2 Community Policing Training:</p> <p>Continuing development of Community Policing Training including developing on-line training (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The development of the Community Policing Training has been completed and modules (1-4) (Community Policing Framework, Support Systems, Community Engagement, Public Safety) have been uploaded onto the Learning Management System (LMS). - The content of modules (1-4) have also been forwarded to the Garda College on DVD. - Module (5) will be delivered in 2021 as part of the roll out of Diversity Training. - As Community Policing Gardaí enter the Community Policing Framework, i.e. assigned to a SAPS, they will receive the training.
<p>3 Community Policing Mapping:</p> <p>Concluding mapping of the 4 Divisions (Cork City, DMR South Central, Mayo and Galway) (Q2) and commence mapping of 2 additional Divisions, Meath/Westmeath and Limerick (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - 'Community Policing Mapping' involves arranging each Division into SAPS - This will facilitate the roll-out of the Community Policing Framework. - In 2020, mapping of all six Divisions (Cork City, DMR South Central, Mayo and Galway, Meath/Westmeath and Limerick) was achieved by the end of Q2.
<p>4 Community Police Allocation:</p> <p>Preparing for the assignment of members to Community Policing Areas in line with the mapping of the new Community Policing Framework in 4 Divisions (Cork City, DMR South Central, Mayo and Galway) (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The mapping of the 4 Divisions was completed in 2020 and follow-up meetings have been held with regard to the assignment of Garda members to mapped SAPS - The allocation and assignment of members rests with the local Divisional Officer under the Regional Assistant Commissioner. - During Level 5 Covid restrictions, Community Policing Units are focused on supporting vulnerable persons in their community and will be allocated to Community Policing Areas pending the lifting of restrictions.

YEAR END TARGET	PROGRESS MADE
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5 Diversity and Integration Implementation:

Developing an Implementation Plan for Garda Diversity and Integration Strategy 2019 – 2021 following consultation with key stakeholders (Q4) for implementation commencing (Q4).

TARGET ACHIEVED



- The Diversity and Integration Strategy 2019-2021 is designed to improve communication, foster community partnerships and combat racism and hate crimes.
- In 2020, an implementation plan for the Strategy was developed and implementation is ongoing.
- In 2020, Hate Crime training was rolled out and a report on barriers to recruitment and retention of people from minority and diverse backgrounds was produced.
- The Garda National Diversity Forum was established in 2020 to engage with representatives of communities and key stakeholders to review the implementation of the Strategy.
- The group is overseen by Assistant Commissioner Roads Policing and Community Engagement but is chaired by an independent representative elected by the group.
- Due to Covid-19, the Forum has been meeting remotely.

6 Diversity and Integration Feedback:

Develop a mechanism for community feedback on Garda Diversity and Integration Strategy 2019 – 2021 and measurement of diverse communities' trust in AGS (Q4).

TARGET ACHIEVED



- DCU 'Centre of Excellence for Diversity and Inclusion' and the Irish Centre for Diversity will conduct an independent survey of our community stakeholders to gather feedback on the effectiveness of the An Garda Síochána Diversity and Integration Strategy
- This is due for completion in Q3 2021 and for final report in Q4 2021.
- In addition, the Garda National Diversity Forum's remit has been extended to include feedback on the Strategy and to act as 'a critical friend'.
- Internal (An Garda Síochána) feedback will be collated through consultation with the Garda Diversity Officer Network.


7 Minority Engagement (Covid-19):

Continuing to engage with minority and hard to reach groups in relation to specific challenges faced in context of Covid-19 capturing and applying this experience to the development of Diversity and Integration policies and practices.

TARGET ACHIEVED



- The Garda National Diversity and Integration Unit (GNDIU) has engaged with minority and hard to reach communities. The Unit is led by one Sergeant with a core staff of three and supported by Diversity Officers around the country.
- Where face to face engagement is not possible, conference calls, phone calls and web conference calls are being utilised. Specific examples of reaching-out include:
 - o Communication with all Direct Provision Centres during lockdown in counties Laois, Offaly and Kildare.
 - o Engagement with the Traveller Mediation Service in relation to local policing issues.
 - o Provision of translated Covid-19 information for employees of meat processing plants.
 - o Online meeting held on 10th September 2020 with the Brazilian Community and other members of the local community
 - o Engagement with representatives in relation to heightened community tensions following the death of Deliveroo cyclist, Thiago Cortes in August 2020.
 - o Portuguese translations of the Diversity and Integration Strategy and Hate Crime information provided to members of the Brazilian Community in DMR North Central.
 - o Rainbow Pride Car provided to Gardaí in Clonmel to provide high visibility patrolling in support of Clonmel Pride on 30th August 2020.
 - o Engagement with Muslim Community around Eid Al Adha festival

YEAR END TARGET	PROGRESS MADE
	<ul style="list-style-type: none"> - GNDIU also attended a number of webinars on a range of issues including Hate Crime, Anti-Semitism, Rights and Living Conditions of Travellers in Ireland, Anti-Muslim Hate Crime, Migrant Integration Policy Index Findings for Ireland, Racism and discrimination policies in football, conspiracy myths and Covid narratives that polarise.
<p>8 Community Policing Reserves:</p> <p>Embedding existing Garda Reserve in 4 Divisions (Cork City, DMR South Central, Mayo and Galway) in accordance with our Garda Reserve Strategy (by Q4).</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - There was no clear definition of “embed” - the following operational definition for embedding of Garda Reserve Members was adopted for this project. <ol style="list-style-type: none"> a) Reserve Members are allocated to a specific role – Community Policing Teams (CPT)/Regular Unit/Major Emergency Management (MEM) or a mixture of all – all of which contribute to community policing. b) There is an established point of contact for duty allocation/welfare/support. c) There is maintenance of contact between the Reserve Member and their allocated point of contact at point b). d) Confirmation of above by the relevant Divisional Officer. - In 2019, An Garda Síochána offered Garda Reserve positions to 100 applicants, all of which were accepted. 99 Reserves reported for training. The total number of Garda Reserves is just over 400 as of December 2020. - Appropriate training and the composition of an implementation plan are central to the embedding of the Garda Reserves. - The first Garda Reserve Oversight Committee meeting took place in September 2020 chaired by Assistant Commissioner Roads Policing and Community Engagement. - Work continues on redrafting of the Policy and Procedures Manual for the Garda Reserve. - Work also continues on developing the Implementation Plan for the Garda Reserve Strategy - A briefing took place on 5th December 2020 with members from Galway and Mayo/Roscommon/Longford via video conference covering Modules 1 and 2 of the Community Policing Framework training. - Given the effects of Covid-19, a realistic timeframe for fully embedding Garda Reserves in 4 Divisions is unclear. - The figures for the Garda Reserve on the 31st December 2021 are as follows - Cork City 31 DMR South Central 27 Mayo 12 Galway 24

YEAR END TARGET	PROGRESS MADE
<p>10/11 Community partnerships (Covid-19):</p> <p>(10) Considering the experiences of community partnerships which were developed and enhanced during the policing of Covid-19.</p> <p>(11) Capture the learnings from experiences of stakeholders and develop guidelines for enhanced engagement moving forward.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - A report has been compiled by the National Community Engagement Bureau which captures best practices developed and enhanced nationally during Covid-19. - An Garda Síochána is currently reviewing the report and how best practice can be implemented going forward. Some examples include: <ul style="list-style-type: none"> o A programme was created in certain areas to enhance the service An Garda Síochána provides to elderly and vulnerable members of our community, not just during the current climate, but also into the future. o Gardaí reached out to a group of meat plants where a number of employees had tested positive. They distributed translated material and met with worker’s representatives and management. Gardaí who are fluent in Polish, Portuguese and other languages accompanied District Officers from the relevant districts to the meat plants to encourage adherence to the Government guidelines. A positive effect in the communities involved was immediately visible. o A Business Continuity Team was established in parts of Dublin City to centralise the contacts obtained during the Covid-19 pandemic and liaise with these groups. This allowed members to provide assistance, guidance and support on, for example, safe social distancing measures and street plans to maintain safe crowd numbers. o Gardaí were involved in providing a weekly Irish and English language information messages to the public through Raidió na Gaeltachta, Highland Radio and Ocean FM informing the public of the restrictions, explaining the phases, the easing of the restrictions, the offences and local problems encountered by Gardaí during the period, including breaches, parties, beach parties, travel etc. - Gardaí established links with pharmacies across certain Divisions with a view to getting necessary prescription medication delivered to those cocooning, self- isolating or those living in isolation.
<p>12 Community Partnerships:</p> <p>Researching best practice from other jurisdictions (Q3) and begin developing guidelines for community partnerships (Q4).</p> <p>TARGET NOT ACHIEVED ✗</p>	<ul style="list-style-type: none"> - The review of best practice in other jurisdictions has been completed. - Assistant Commissioner Roads Policing and Community Engagement has drafted parameters under which guidelines for Community Partnerships should be developed and this will be shared with the Senior Leadership Team (SLT) prior to their development.
<p>13 Community Engagement (Covid-19):</p> <p>Proactively and positively engaging with all communities during the Covid-19 restrictions, including calling to the homes of the elderly and vulnerable to ensure their safety and providing a service delivery for essential food, fuel and medical supplies.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - A report has been compiled to capture positive and pro-active instances of engagement during Covid-19. An Garda Síochána continues to engage proactively and positively with the community, adapting to the changing Covid-19 regulations. - (This target should be read in conjunction with Targets 7, 10 and 11 and 13.)

YEAR END TARGET

20 Crime Prevention Advice:

Providing crime prevention advice addressing heightened risks associated with fraud and theft in light of environmental changes consequent on Covid-19.

TARGET ACHIEVED



PROGRESS MADE

- In 2019 An Garda Síochána conducted a review of the implementation of the 2017 Crime Prevention and Reduction Strategy. The review contained a number of recommendations which were to be progressed in 2020.
 - An Garda Síochána has been reacting on a monthly basis to crime trends and communicating these to the public together with crime prevention advice. This is done through information or infographics through social media and online sites, radio and newspapers.
 - Campaigns include: bicycle theft (June), theft of caravans (July), mobile phones thief (August), dog theft (August), fraud and economic crime (September), Christmas (December)
 - Different areas of interest were highlighted each month including advice on caravan theft, dog theft and mobile phone theft. The Garda Press Office circulated pertinent information in respect of this type of crime via the Garda Press Office and social media channels.
 - Efforts are being made to highlight fraud and economic crime and to advise on and disrupt the varying fraud schemes on a daily/weekly basis including CEO fraud, romance fraud, and online fraud.
 - Plans are in place to establish a fully functioning fraud prevention/disruption office within Garda National Economic Crime Bureau (GNECB).
 - An Garda Síochána continues to highlight pertinent matters on Crimercall throughout the Covid-19 crisis.
 - National Bike Week was launched on 19th September and is aimed at reminding cyclists to take extra precautions in bicycle safety. A number of infographics have been released including
 - Park smart
 - Bicycle theft and
 - Theft of bicycles from sheds.
 - Home security infographics have been disseminated to the public to ensure vigilance when dealing with unexpected callers.
 - The Garda National Crime Prevention Unit (GNCPU) have developed an infographic to highlight vehicle security in a retail setting.
 - The GNCPU presented at the National Tenant Housing Forum 2020 on crime prevention within communities. Advice on reducing antisocial behaviour was given and participants were advised about the crime prevention information available on the Garda Website and social media channels.
 - The GNCPU developed and presented a module on Crime Prevention through Environmental Design for Age Friendly Ireland training seminars for the Department of Housing, Local Government and Heritage, local architects, planners and developers.
- Rising incidents of “Bank Juggling”, where people are targeted (physically) leaving financial institutions with large sums of money, has been highlighted in a crime prevention video produced by the Garda Press Office with the assistance of the GNCPU.

YEAR END TARGET	PROGRESS MADE
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21 Assaults Public Reduction Strategy:

Keeping under review our Assaults in Public Reduction Strategy 2019- 2021 in line with the evolving environment.

- In 2019 An Garda Síochána developed an “Assaults in Public Reduction Strategy 2019-2021” to address an identified rise in assaults. The Strategy was developed based on research of best international practice.
- The Strategy is being implemented by way of an operational order, ‘Operation Soteria’.
- Implementation is ongoing through targeted policing activities and engagement with external partners.
- Operation Soteria briefing material has been developed, including an infographic on assaults. These have been sent out to all Divisions via email for circulation.
- The new Monthly Divisional Return and the ‘how to’ guide regarding data compilation has been circulated for return.
- A new and improved Divisional pack for all members regarding the Strategy and Operation Soteria has been developed for circulation.
- Implementation in respect of the revised ‘Assaults in Public Reduction Strategy’ has progressed and the first annual report forwarded for finalisation
- The Assaults Reduction Strategy was reviewed to take into consideration the impact of Covid-19 on its implementation.

22 Crime Prevention Strategy:

Agreeing an action plan arising from the review of the crime prevention strategy (Q3) and commencing implementation (Q4).

- The aim of the Crime Prevention Strategy is to reduce crime and the fear of crime through multi-agency diversion activities, providing crime prevention advice and responding to evolving threats.
- At the end of 2020 the new Crime Prevention and Reduction Strategy 2021-2025 was updated to include an Action/Implementation Plan which is currently being considered

TARGET NOT ACHIEVED 

23/24 Drugs Awareness Prevention:

(23) Providing drugs awareness crime prevention advice to third-level students (Q4).
 (24) Considering engagement of social media campaign (Q4)

- The drug awareness campaign aims to raise awareness and prevent drug use and crime by providing prevention advice to third-level students.
- The campaign could not be launched this year due to Covid-19. It will be launched in 2021.

TARGET NOT ACHIEVED 

25 Metal and Retail Theft Forum:

Convene Metal Theft Forum and Retail Theft Forum at least once during year as crime prevention mechanism with consideration given to ‘virtual meeting’ if required (Q4).

- The Metal Theft Forum and Retail Theft Forum brings together stakeholders affected by metal and retail theft to tackle both issues.
- Due to Covid-19, in-person meetings could not take place, however, interaction with stakeholders continued using other communication methods such as conference calls and online calls.

TARGET PARTIALLY ACHIEVED 

YEAR END TARGET	PROGRESS MADE
<p>26 Youth Referral Recommendations:</p> <p>Implementing the next phase of the Youth Referral Examination Recommendations.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - An examination of An Garda Síochána's Youth Referral Scheme, 'Examination of Youth Referrals deemed Unsuited for Admission to the Diversion Programme', was published in 2019 which outlined a number of recommendations to improve the organisation's work in this area. To date a number of recommendations have been actioned and continue to be progressed, the activities are now integrated with other actions such as the aligning of the Garda Youth Diversion Bureau (GYDB) to An Garda Síochána's Operating Model and the Youth Justice Strategy 2020-2026. - Of the 39 original recommendations from the examination, at the end of 2020, 79% of the recommendations were complete.
<p>40 Third Party Hate Crime Reporting:</p> <p>Developing process to facilitate third party referral for reporting of Hate Crimes and Hate Incidents (Q4).</p> <p>TARGET PARTIALLY ACHIEVED ◐</p>	<ul style="list-style-type: none"> - Throughout 2020, consultation took place with key stakeholder groups to ensure that a process of Third-Party Referral of Hate Crimes is facilitated to optimise opportunities for victims of hate crime to make reports to An Garda Síochána. - Following receipt of legal advice, a Memorandum of Understanding (MoU) between An Garda Síochána and third party referrers of Hate Crime has been revised and is currently being finalised. - This MoU will support the completion of relevant policy and procedures documents.
<p>41 Minority Crime Prevention Advice:</p> <p>Developing crime prevention advice for diverse, minority and hard to reach communities. (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - This was a rolling target with different initiatives developed throughout 2020. - Crime prevention advice on topics such as personal safety, hate crime, bogus/scam opportunities and other security issues was provided, as requested, to various stakeholder groups, including diverse, minority and hard to reach communities, on an ongoing basis throughout 2020. - Some examples are as follows: <ul style="list-style-type: none"> o Crime prevention material in respect of home security during Covid-19 was created and translated by the Garda National Diversity and Integration Unit (GNDIU) into 12 languages. This information was made available on social media and the Garda.ie website. o Crime Prevention advice provided to Brazilian Community Representatives in DMR North Central during a meeting in September 2020. o Covid-19 advice distributed to Direct Provision Centres. o A video on Covid-19, jointly delivered by An Garda Síochána and Traveller representative groups, was published. - Leaflets in relation to Hate Crime are currently being developed. This will include advice on prevention, reporting and accessibility to An Garda Síochána and support services.

YEAR END TARGET

PROGRESS MADE

42 Online Hate Crime Reporting:

Continuing to develop process to facilitate online reporting of Hate Crimes and Hate Incidents (Q4).

TARGET ACHIEVED



- In 2020 meetings between the GNDIU and Garda Information Services Centre began to determine the most appropriate mechanism for online reporting facilitation to optimise reporting of hate crime by victims.
- An online form/ method of reporting was agreed with Corporate Communications and User Acceptance Testing was performed by the GNDIU
- The final security amendments were incorporated in consultation with the developers and the Garda Press Office.
- A finalised version of online reporting of hate crime and hate incidents was ready for go-live as of November 2020. The reporting mechanism's launch was planned as part of a Hate Crime publicity campaign that would begin in (Q1) 2021.

43 Hate Crime Training:

Developing hate crime training programme (Q4).

TARGET ACHIEVED



- In 2020 work continued on the development of Modules 1-3 of Diversity and Hate Crime Training.
 - o Online Hate Crime Training,
 - o Online Diversity and Cultural Awareness Training,
 - o Online Leadership in Diversity Training
- A lot of the practical work began in September. Three online meetings were held with developers of Module 1. Video content was recorded in relation to Hate Crime experiences by representatives from 5 diversity groups for inclusion in the Module. Similar content was captured with the Traveller Mediation Service. A meeting was held with Disability Federation of Ireland on 23rd September 2020 in relation to the submission for Module 2.
- The content of Modules 1 and 2 was reviewed with internal and external stakeholders in November. While Module 2 was completed, the collection of final elements of feedback and recording last parts of Module 1 were delayed due to new Covid-19 restrictions in December.

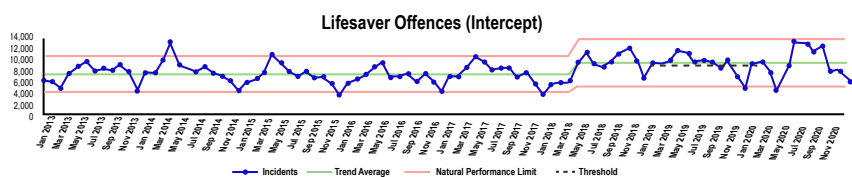
44 Lifesaver Offences:

Monitoring, identifying and taking appropriate action with a view to targeting key lifesaver offences: seatbelt, speeding, mobile phone and driving while intoxicated.

TARGET ACHIEVED



- In 2020 detection of Lifesaver Offences continued to be a priority for An Garda Síochána.
- A new Road Safety Campaign fronted by members of the Emergency Services launched on 18th December 2020 in response to a rise in road deaths.
- Operations targeting key lifesaver offences such as seatbelts, speeding, mobile phones and driving while intoxicated were carried out each month throughout 2020. As noted in the Policing Plan PBA report, An Garda Síochána's monthly average for the current strategy period, 2019-2021, is 19% higher than the organisation's monthly average during 2016 – 2018.



Data up to December as of 7/1/2021

YEAR END TARGET

PROGRESS MADE

45 Intoxicated Drivers Testing:

Developing, with the Roads Safety Authority, an education campaign to reinforce the dangers of Driving while intoxicated.

TARGET ACHIEVED



- In 2020 An Garda Síochána engaged with the Road Safety Authority in the development of a strategy to educate road users on the dangers of driving while intoxicated over the summer.
- A national media campaign ahead of the June bank holiday was conducted to remind road users of the dangers of driving while intoxicated.
- In response to the increase in road deaths to date in 2020, a working group was established with the Road Safety Authority to develop a joint plan to tackle this trend during Q4 2020.
- In November, a Roads Policing segment ran on “Crimecall” regarding An Garda Síochána’s campaign to reduce the number of persons driving while intoxicated.
- A Christmas campaign ran from 4th December to 4th January with a press launch for the campaigns initiation. The Road Safety Authority was liaised with in respect of a joint media and education campaign targeting driving while intoxicated, to coincide with An Garda Síochána’s campaign.

46 Unaccompanied Driver Detections:

Working with partner agencies to provide direct access to Driver licencing file for all mobile data stations.

TARGET ACHIEVED



- In 2020 An Garda Síochána worked with the Department of Transport to provide direct access to the Driver Licencing File to frontline members via the mobile data stations to assist in the detection of driving offences.
- The Attorney General has agreed in principle to sharing data contained in Driving Licences except for the photograph.
- There was engagement with the Department of Transport, Department of Justice, Road Safety Authority and Insurance Ireland to advance this project. Phase I – ANPR expansion – Phase 1 testing complete in the live environment with positive results
- Phase II – Provision of key data to mobility – development of API (Application Programming Interface). Work is continuing in respect of the development of the IT infrastructure to facilitate direct access to the data
- Phase III – Migration of all data-sharing arrangement to new application is ongoing. This is a long term project that will require 12 - 24 months to complete.

47 Crowe Horwath Recommendations:

Continuing engagement with partner agencies on the implementation of the recommendations of the Crowe Horwath Report.

TARGET ACHIEVED



- As of the end of 2020 the status of the Crowe Horwath recommendations on improving Roads Policing were as follows:
 - 34 recommendations
 - 26 closed off
 - 8 remain open – 2 of which require external stakeholder collaboration
- In total 18 recommendations were closed off in 2020.
- Engagement is ongoing with stakeholders to advance outstanding recommendations. These projects are long-term in nature and require input from external stakeholders. Further implementation of recommendations will continue throughout 2021.

YEAR END TARGET

PROGRESS MADE

48 Major Event Management Unit:

Publishing MEM strategy, policy and procedures document (Q4).

TARGET NOT ACHIEVED



- In 2020 work to develop a national Major Event Management strategy policy and procedure document was suspended in July due to the lack of resources to complete the project.
- The National Major Event Management Unit is currently being reviewed in the context of the Operating Model, which will enable an evidence-based resource allocation list to be designed for the Major Event Management and Public Order Unit.

49 Operation Páistí:

Developing a roll-out strategy for Operation Páistí (Q4).

TARGET ACHIEVED



- Operation Páistí is an awareness campaign around child-seat safety.
- A roll-out strategy has been developed for Operation Páistí.
- It is planned that, when restrictions are eased and the schools permit the return of the Community Gardaí, a Day of Action is held in each school to roll-out Operation Páistí.
- Documentation to be utilised during the roll-out of Operation Páistí has been reviewed resulting in the production of a new poster which reflects the diverse nature of Irish society.
- Presentations to be provided as part of Operation Páistí have also been developed.

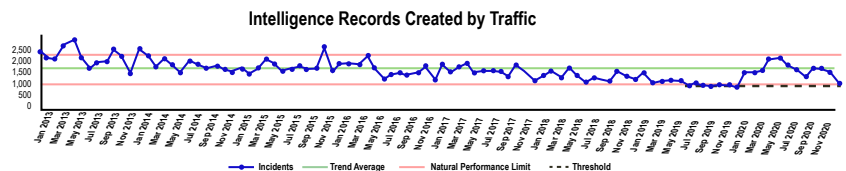
50 Roads Intel Gathering:

Monitoring the number of intelligence entries created by roads policing personnel.

TARGET ACHIEVED



- The level of entries made by Roads Policing members remains well in excess of monthly targets set at 799.
- The 2020 average stands at 1354 records made per month, target level was 799 per month.



Data up to December as of 7/1/2021

51 Disqualified/Fail to Surrender Drivers:

Working with partner agencies to develop capability to more effectively target individuals who are driving while disqualified and those who have failed to surrender driving licences to the courts.

TARGET PARTIALLY ACHIEVED



- In January, six Divisions commenced a pilot in respect of persons disqualified as a result of penalty points who have failed to surrender their driving licence.
- A review of this process took place in March with a view to consolidating the process and providing a workable solution for other Divisions.
- The advancement of this objective is heavily reliant on the assistance of external stakeholders, in particular the Department of Transport and the Courts Service.
- An Garda Síochána is working with the Department of Transport to provide direct access to the Driver Licencing File to frontline members via the mobile data stations to assist in the detection of driving offences.
- Roll-out of mobile devices has enabled identification of Driving While Disqualified (DWD).

YEAR END TARGET	PROGRESS MADE
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- There remains an ongoing issue around identifying the failure to surrender driving licences following a court disqualification. An Garda Síochána is working with the Courts Service, the Department of Transport and the Road Safety Authority to finalise a solution. An additional challenge is the transfer of court data and capture of Driver Licence identification at initial point of contact and this is currently being considered.
- Solutions are being evaluated in the context of the mobility project to enhance availability of driving licence information to An Garda Síochána

CROSS-ORGANISATION SERVICES

Key performance indicators

YEAR END TARGET	PROGRESS MADE
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15 Data Analysis Support:

Putting in place appropriate data analytic supports to facilitate new and ongoing operational requirements.

TARGET NOT ACHIEVED ❌

- Analytics continue to be a high-value contributor to Operations (such as Faoiseamh, Navigation and Fanacht), investigations and measuring operational performance.
- However, delivering on the increasing demand continues to be an issue as the number of analysts and overall capacity has reduced.
- While there is a pronounced and increasing gap between operational demand and the Garda Síochána Analysis Service (GSAS) capacity, a whole suite of reporting capabilities were introduced as a response to Covid-19, for example auto-generating reports which draw information from PULSE.
- In most other instances, however, information needs to be manually generated.
- The 'Information and Technology Vision' outlines plans for the creation of a Garda data ecosystem including the infrastructure and capabilities needed for analytics in An Garda Síochána. It was approved by the Garda Executive in July.
- Efforts continue to expedite recruitment and promotion competitions at various grades across GSAS.

29 IMS:

Evaluating the implementation to date of Investigation Management-System (IMS)

TARGET ACHIEVED ✅

- The Investigation Management System (IMS) is a system to support the management of investigations. IMS deployment activities for the Phase 3 locations (Clare and Wicklow) have been suspended due to current Covid-19 restrictions and suspension of Continuous Professional Development (CPD) training.
- Development of an IMS deployment plan for Specialist Sections has begun.
- Work continues on developing system updates with technical releases proposed for January and March 2021.
- An IMS evaluation report was submitted to the Executive for consideration in December 2020.
- Deputy Commissioner Strategy, Governance and Performance (SGP) has requested that the stability and capacity of the system, interdependencies of and with other systems and the impact of the Operating Model be considered and addressed in the report. This is now being addressed.

YEAR END TARGET	PROGRESS MADE
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- The IMS National Support Office is a long-term requirement for the organisation in order to support the continuous development and evolution of the system and the integration of additional elements including the electronic custody record in the future.
- Estate Management is engaging with the OPW in relation to converting office space in Capel Street to an IT enabled classroom with capacity for 20 members.

55 Human Rights Strategy:

Implementing actions contained in the Human Rights Strategy

TARGET ACHIEVED



- In 2019 An Garda Síochána developed a Human Rights Framework Document, Human Rights Operational Guidance Document and a Human Rights Screening Tool.
- A Human Rights Strategy was developed, approved and launched in December 2019.
- A number of actions contained in the Strategy have been implemented over the course of 2020:
 - o The first review of the Human Rights Framework has been sent to the external advisor for her consideration. Once this is complete, the review process will be finalised and submitted to the Commissioner.
 - o The Custody Record Risk Assessment Form, along with the accompanying HQ Directive was sent to the Garda Executive. The appropriate procedure for issuing is currently being considered.
 - o The Portal Page for Human Rights has been launched and the next phase is to mirror this on the Garda website to ensure transparency. Permission is being sought from external partners to use their material in this public forum.
 - o The training package for Autism Awareness has been provided to the Garda College. The Garda College will now work with the IT department in AslAm (Autism support group) to ensure its use on the Garda LMS system. The Human Rights Section will monitor and report on the outcome of this training.
 - o There is ongoing engagement with the Strategic Human Right Advisory Committee and the Human Rights Ethics and Culture Management Board. The Human Rights Section have taken over the secretariat role for both of these Boards.
 - o The Human Rights Section has completed its review of the policy for An Garda Síochána on Repossessions and Evictions. This has been sent back to the Policy owner for further consideration.
 - o With regard to keeping abreast of Human Rights, five staff members from the Human Rights Section and Crime Legal have participated on a Human Rights and Policing Course in City Colleges. This course took place virtually over twelve weeks and will conclude in early January 2021.

YEAR END TARGET	PROGRESS MADE
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56/57 Recording Use of Force Data:

(56) Developing an interim IT process to support reporting of the use of force (four categories) and commencing publication (Q1).

(57) Developing an agreed approach and designing a comprehensive IT solution (Q4) to allow for full publication in 2021.

TARGET ACHIEVED



- A new automated Use of Force Recording system was released on 18th October 2020.
- The new system is incorporated into PULSE and was designed in conjunction with the relevant stakeholders [Serious Tactics and Organised Crime (STOC)/National Public Order Unit (NPOU)]
- The new system is working well in the live/operational environment, with over 800 use of force records created since the system first went live.
- A presentation has been given to the Garda Síochána Ombudsman Commission (GSOC) demonstrating the new capabilities of the system. Very positive feedback was received from GSOC regarding the new system. Talks are ongoing to include GSOC as one of the designated stakeholders to be automatically notified (by way of PULSE generated email) in respect of firearms incidents.
- A comprehensive e-learning package has been developed for members of supervisory rank. This e-learning platform is available on the Garda LMS.
- An infographic on the recording of the use of force has been developed in conjunction with the Strategic Transformation Office (STO) and has been disseminated to the entire organisation.
- An instructional video on the recording of the use of force has been placed on the Garda Portal for the availability of all members.
- Amendments to the relevant HQ Directives are being considered in respect of the new use of force options to be recorded.
- Presentations have been held with the relevant Associations and Unions.

58 Embedding Code of Ethics:

Identifying activities to further embed the Code of Ethics (Q4) including in the context of our response to Covid-19

TARGET ACHIEVED



- The Ethics Strategy 2019-2021 was published on the Garda Portal in May 2020.
- 10,000 mouse mats depicting the Garda Decision Making Module (GDMM) were disseminated throughout the organisation.
- 500 Code of Ethics booklets have been re-printed and are currently being distributed.
- The Garda Ethics and Culture Bureau (GECB) have engaged positively with all Divisions and Sections in relation to the Code of Ethics database and returns are being collated, analysed and reconciled with the validated database.
- The current figures indicate 91% of the organisation have attended a Code of Ethics workshop and have signed the Code of Ethics declaration.
- This is a significant increase from previously supplied figures in March 2020 (84% attendance and 77% signing).
- Sign-up to the Code of Ethics continues to be captured through trigger points in the careers of An Garda Síochána personnel i.e. new entrants, transfer, promotion and issue/upgrade of a state-owned device.
- Executive Director HRPD has undertaken to issue a direction to the HR Directorate to ensure that the Code of Ethics is re-signed by Garda staff prior to transfer and on internal promotion in line with the current process for Garda members.
- Garda Decision-Making Model (with GECB COE element) e-learning module is currently being developed at the Digital Hub in the Garda College
- Lanyards displaying the nine standards of the Code of Ethics have been circulated across the organisation

YEAR END TARGET	PROGRESS MADE
<p>59 Human Rights Training:</p> <p>Developing a “Human Rights Based Policing” training programme (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The University of Limerick (UL) and An Garda Síochána have co-produced a Policing and Human Rights Law in Ireland bespoke course, which will take place virtually over a twelve-week period. - The course will be graded and all successful participants will receive an award upon completion. The course will begin on 25th January 2021. - The interest in this course is significant and shows the appetite from staff to engage in this human rights educational opportunity along with the opportunity to be a Human Rights Champion within AGS - All senior managers and all nominated staff members have been collated and they are due to receive their email to register, along with a brochure explaining the course in January 2021. - There will be a speaker from AGS at each week of the course. The majority of AGS’s guest speakers have recorded their contribution to the training to date, including the Commissioner and Executive Director Legal. The final recordings will take place in early January.
<p>60 Human Rights Policy Reviews:</p> <p>Concluding the Human Rights review of five prioritised areas (to include Use of Force) (Q3), commencing policy revision in Q4.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The five priority policy areas identified for review were: <ol style="list-style-type: none"> 1. Use of Force 2. Use of Garda Vehicles in pursuit of other vehicles 3. Victims of Crime Policy 4. Arrest and Detention 5. Public Order - The responsibility for managing the review of these five priority policy areas has been handed over to the Policy Governance and Coordination Unit (PGCU) who will oversee the progress in these areas. All policy owners have been notified about change in management. This was agreed by the Human Rights Ethics and Culture Management Board, chaired by Deputy Commissioner, Policing and Security.
<p>61-62 Human Rights (Covid-19):</p> <p>(61) Assessing the human rights context of new operational measures or powers.</p> <p>(62) Communicating to our people the importance of human rights and the Code of Ethics in the context of new activities in response to Covid-19.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - As a direct result of the custody record risk assessment Form C84(A) review, four areas of vulnerability were identified, those being mental health, drug addiction, alcohol addiction, and neurodiversity. - The Human Rights Section has forged partnerships with representative bodies in each of these areas. These partners have agreed to participate in a bespoke training event in 2021 that the Human Rights Champions (see below) may partake in. This will further embed the principles of human rights based policing within focussed areas of vulnerability that An Garda Síochána engage with in the course of their duties. - The Human Rights Section continues to work with the Garda Press and Corporate Communications Office to develop a public facing version of the Portal Page. - Articles were contributed within the Garda Review and NewsBeat e-magazine to update Garda Personnel on outputs from the Human Rights Section. These articles have also been made available on the Human Rights Portal Page.

YEAR END TARGET	PROGRESS MADE
	<ul style="list-style-type: none"> - A series of training events are being planned for 2021 which will contribute towards embedding human rights into policing. - The training package developed in conjunction with UL for Human Rights Champions will begin in January 2021 and continue for 12 weeks. Participants will achieve a third-level award equal to a Level 8 module on the National Framework of Qualifications - This training will be co-presented with representatives from An Garda Síochána who can contribute to this programme.
<p>63 Probationer Training (Covid-19):</p> <p>Putting in place appropriate arrangements to support the operational response to Covid-19 by adjusting the approach to probationer training.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - In response to the Covid-19 crisis, the Garda College restructured the BA in Applied Policing programme into a blended approach including elements of online learning using the Garda LMS. Intakes 201-203 received this revised training programme. - The revised programme was endorsed and approved by the accrediting linked partner, UL - Work is ongoing on the new Digital Learning Hub in the Garda College. This Hub will enhance the LMS and provide recording and editing capacity for new programme content.
<p>64 Training in Pandemics:</p> <p>Establishing a 'lessons learned' process in relation to new developments in the area of training arising from the response to Covid-19.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The development and implementation of a blended learning approach has provided the Garda College with the knowledge and expertise to design, develop and deliver online interactive training in line with best practice in learning and development. - The Garda College conducted a review of all existing programmes to enhance and expand the delivery of programmes to all personnel utilising the Garda LMS. - A survey was carried out in respect of the e-learning training completed during the revised Foundation Training Model for Intakes 201 to 203. - Positive feedback was received, with the Commissioner agreeing to the revised training model for 2021.
<p>65 Garda Staff Training:</p> <p>Continuing to provide appropriate Garda Staff training including through OneLearning.</p> <p>TARGET PARTIALLY ACHIEVED ◐</p>	<ul style="list-style-type: none"> - OneLearning is the Civil Service learning and development centre established in the Department of Public Expenditure and Reform (DPER). - This is available to Garda staff but not Garda members. - The initial aim for 2020 was to train 1,000 staff through OneLearning and the submission detailing Garda Staff training requirements had been approved, however, all training was then paused at the beginning of the Covid-19 crisis in March 2020. - 206 OneLearning training places were availed of up until that point. An Garda Síochána engaged with OneLearning regarding a blended learning approach, however, it was discovered that OneLearning's elearning platform was not compatible with An Garda Síochána IT infrastructure. - An Garda Síochána has continued to engage with OneLearning to identify solutions to accessing their e-learning platform, however, there appears to be significant IT and technical issues that the organisation will need to overcome.

YEAR END TARGET	PROGRESS MADE
	<ul style="list-style-type: none"> - OneLearning 's provision of training is currently suspended until early 2021 as they are undergoing a significant procurement process with their providers on how to deliver training under a new e-learning platform. - OneLearning course requirements for 2021 have been identified based on the Training Needs Analysis. - In the absence of OneLearning training courses, the following progress has been made in respect of Garda Staff training; - Blended 'front of house' and 'Computer Aided Dispatch' training has been developed for Garda staff to support backfilling these redeployed roles. - The IPA 'Civil Service and State Agency' and 'Professional Certificate in Governance' courses progressed online in September 2020. - Blended Garda Staff induction training is receiving final editing, to be delivered in 2021. - The Performance Accountability Framework (PAF) Administrators course was completed.
<p>66 Garda Probationer Monitoring:</p> <p>Approving a new Garda probationer monitoring policy (Q3) and providing guidance documents on managing probationer Gardaí (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - A stakeholder forum for the proposed new policy on the management of Garda Trainees and Probationers was established in April 2020 with feedback from the group integrated into the policy document. - The policy and procedure documents for managing Garda Trainees and Probationer were finalised and are due to be disseminated across the organisation, along with guidance documents. - The recording and editing of presentations, for the policy, has been completed and uploaded onto the LMS - The draft HQ Directive is being finalised.
<p>67 Garda Probationer Training:</p> <p>Updating Garda Probationer Training by (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The An Garda Síochána Expert Review Group on recruit education and entry pathways and learning and development (ERG), established in August 2020, and was tasked with examining three main areas, one of which is recruit education including a review of probationer training. - The other two areas are: Entry Routes and Pathways into An Garda Síochána; and Continuous Professional Development. - The Training, Learning and Development Strategy has been submitted to the ERG. It is currently under consideration.
<p>68 Staff Induction Training:</p> <p>Finalising a new induction training process for all new Garda Staff (Q3).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The Garda Staff Induction Programme was reviewed to allow for blended learning, including e-learning. - The e-learning Induction programme is now recorded and currently awaiting final editing. - The programme has been divided into seven modules and will be available on the LMS - Rollout could not commence in 2020 as all training in An Garda Síochána is currently suspended, however, it is hoped that when training resumes in 2021 the Garda Staff Induction Programme can be launched.

YEAR END TARGET	PROGRESS MADE
<p>69 Learning and Development Director:</p> <p>Fulfilling our role in respect of the appointment of a Learning and Development Director by the Policing Authority (Q4).</p> <p>TARGET NOT ACHIEVED ❌</p>	<ul style="list-style-type: none"> - The Department of Public Expenditure and Reform decided not to sanction the position at Director level and sanction was instead granted for Principal Officer (PO1) level. - It has been decided to wait until early 2021 to proceed with advertising this post as this will allow the ERG to provide their feedback on what the role should encompass.
<p>70 Learning and Development Reporting:</p> <p>Establishing an Expert L&D Review Group (Q3).</p> <p>TARGET ACHIEVED ✅</p>	<ul style="list-style-type: none"> - The ERG was established in August 2020 and held their inaugural meeting in September 2020. - The three main areas for consideration by the group are Recruit Education, Entry Routes and Pathways into An Garda Síochána and Continuous Professional Development. - Two sub-groups, 'Recruit Education' and 'Entry Pathways and Learning and Development in An Garda Síochána', have also been established. - A number of meetings have been held since the establishment of the Group and sub-groups.
<p>71 Learning and Development Strategy:</p> <p>Completing (Q3) a draft Learning and Development Strategy.</p> <p>TARGET ACHIEVED ✅</p>	<ul style="list-style-type: none"> - A draft 'Training, Learning and Development Strategy' was developed in early 2020. - It was recommended at the time that the draft strategy be submitted to the ERG, when established, for consideration. - The ERG was established in August 2020. - The Training, Learning and Development Strategy has been submitted to the ERG and is currently under consideration.
<p>73 New Uniform Procurement:</p> <p>Continuing the procurement process for a new uniform in support of delivery in 2021</p> <p>TARGET PARTIALLY ACHIEVED 🌓</p>	<ul style="list-style-type: none"> - The tender for the new Electronic Training Management System (ETMS) was initially published in January 2020 but was revised in light of changes in work practices due to Covid-19. - The ETMS is a record of everyone's training. The name of system was changed during the year to Electronic Training Record Management System. - When the tender was initially published it could not accommodate cloud-based solutions, however, there has been progress made in this area by Garda ICT and a decision has been made to proceed with this tender once the capability to accept cloud based technology has been confirmed.
<p>74 Property and Exhibit Management System eLearning:</p> <p>Commencing deployment of a new Property and Exhibit Management System e-learning programme by (Q1)</p> <p>TARGET ACHIEVED ✅</p>	<ul style="list-style-type: none"> - The tender closed in September 2020 with relevant documents and samples received. - The technical evaluation of all uniform samples requested, as set out in the tender document, was completed. - The qualitative evaluation of tender document(s) was completed.

YEAR END TARGET

PROGRESS MADE

75 Garda Recruitment:

Recruiting personnel in line with the programme for government. Recruitment of up to 700 Garda members.

TARGET ACHIEVED



- This target was achieved with a Property and Exhibit Management System (PEMS) e-learning programme deployed in Q1 2020.

76 Garda Staff Recruitment:

Recruiting personnel in line with the Programme for Government. Recruitment of up to 500 Garda staff.

TARGET PARTIALLY ACHIEVED



- 361 Garda staff were recruited and 119 were in various stages of the recruitment process (21 of the 119 in vetting) as of year-end 2020.
- Unfortunately, the target of 500 was not met, however, given the restrictions in place due to Covid-19, recruitment in this area was better than anticipated.

77 Human Resources Operating Model:

Progressing the implementation of the HR Operating Model.

TARGET PARTIALLY ACHIEVED



- A Principal Officer was appointed at the beginning of 2020 to manage HR strategy and transformation.
- A roadmap was developed to illustrate Human Resources and People Development (HRPD)'s current state, the interim state and the proposed future state of the HR Operating Model.
- A review of the role profiles for the HR Senior Leadership Team was completed.
- An external HR consultant is conducting a review of HRPD, to include how the area aligns with the Target HR Operating Model as developed in 2018 as well as the proposed roles of the HR Business Partners in the Regions and how they align back into HRPD.

78 Workforce Plan:

Further developing and embedding the strategic workforce plan.

TARGET ACHIEVED



- During 2020, work continued on 'Workforce Supplying', to capture key people data that will enable An Garda Síochána to understand the headcount of roles, locations and reporting lines for each distinct area in the organisation. This will allow for the updating and maintenance of this critical information going forward.
- Work in respect of 'Workforce Demand' was completed, with the 'as is' and 'to be' processes associated with capture analysis and consideration of resource requests within An Garda Síochána defined. These combined projects will lead to the formation of a baseline workforce plan from which strategic plans can be developed over time.
- A workforce plan with projections to 2023 was presented to the Policing Authority by the Commissioner on 16th December 2020.

YEAR END TARGET

PROGRESS MADE

79 Redeployment Strategy:

Reviewing redeployment to date and scope further opportunities for redeployment (Q3) in line with Operating Model.

TARGET ACHIEVED



- 144 posts were reassigned in 2020.
- The approach to the Workforce Modernisation initiative has been re-assessed and re-designed at multiple junctures on a lessons-learned basis.
- The scoping of opportunities for redeployment is continuing and opportunities are being examined and progressed where appropriate.
- It should be noted that Covid-19 restrictions have affected progress and the suspension of training has reduced the rate of redeployment for a number of roles.
- It is envisaged that the next agreed phase of Workforce Modernisation will see;
 - o The Call Dispatcher function in the four Regional Control Rooms transitioning to Garda Staff
 - o Assignment of Garda Staff to 'front office' functions in Garda Stations
 - o Administrative support assigned to the Divisional Protective Services Units (DPSUs)

80 Garda Redeployments:

Redeploying 300 Garda members through further allocations of Garda staff and in line with the above review (in addition AGS will progress the redeployment shortfall from 2019, [156]).

TARGET PARTIALLY ACHIEVED



- The target of 300 redeployments, plus 156 rolled over from 2019, was not achieved, in part due to the disruption caused by Covid-19.
- A total of 144 reassignments was achieved during 2020 bringing the total reassignments to date to 746.
- Work continued on planning for the 'front office' function in Garda Stations and on identifying opportunities for redeployment.




81 Enhanced Promotion Processes:

Actioning proposals for new selection methods to enhance the Garda to Sergeant and Sergeant to Inspector promotion process (Q3).

TARGET ACHIEVED



- A comprehensive Competency Framework has been developed for the Sergeant and Inspector roles, which will act as a foundation for the next Sergeant and Inspector competitions.
- New Situational Judgement Exercises for the next Sergeants promotion competition were developed.
- The assessment material was transferred to Public Appointments Service (PAS) to enable them to make the necessary arrangements for the next Sergeants promotion campaign.
- The scenarios for the new Situational Judgement Exercises for Inspectors have been developed. It is necessary for 'Validation Workshops' to take place with Chief Superintendents and Superintendents to finalise this piece of work. These Workshops will be re-scheduled when Level 5 restrictions are lifted.
- Further progress in respect of the new proposals is dependent on the finalisation of the Garda Síochána (Appointment to the ranks of Inspector and Sergeant) Regulations 2020 by the Department of Justice.

YEAR END TARGET	PROGRESS MADE
<p>82 Diversifying Recruitment: Developing a diversity recruitment roadmap by end Q4.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - The Equality, Diversity and Inclusion (EDI) Strategy was launched by the Garda Commissioner in December 2020. - Work on the recruitment Diversity Roadmap commenced. - A consultative exercise with key internal and external stakeholders was conducted to identify the key challenges related to the recruitment and retention of individuals from minority backgrounds. - Following this, a document summarising potential recruitment and retention barriers for minority groups seeking employment in AGS was prepared. This document was presented to key Not-for-Profit bodies representing people covered by the nine grounds under equality legislation with observations received and reviewed. - This feedback is currently being compiled into a report on key EDI recruitment challenges. - Engagement has taken place with the Public Appointments Service (PAS) and will continue going forward.
<p>83 Irish Language Recommendations:</p> <p>Commencing implementation of the recommendations of An Coimisinéir Teanga to enhance the provision of a policing service through Irish.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - An Garda Síochána has carried out various initiatives over the past number of years in order to implement the recommendations made following a statutory investigation in 2011. - Engagement continues with An Coimisinéir Teanga to address outstanding recommendations and to regularly update on actions ongoing and undertaken. - An Inspector has been appointed with responsibility for Gaeltacht Policing. - Up to date contact details for all fluent Irish speakers in An Garda Síochána have been collated - Irish language assessments have been conducted for members who wish to be included on the Irish Language Proficiency Panel - There has been an increase in the number of members listed on the Irish Language Proficiency Panel - An awareness of our statutory language obligations has been enhanced through issuing reminders on the Garda Portal.
<p>84 Divesting Non-Core Duties:</p> <p>Identifying what non-core duties can be divested (Q4) and working with the relevant partner agencies to divest same.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - In 2019, An Garda Síochána carried out a review to identify non-core duties - roles which at present Gardaí carry out on behalf of other agencies that do not require police powers or could be carried out through other means. - A number of non-core duties have been identified as a result of the review completed in 2019 and divestment in most cases will be a multi-agency process (led by the Department of Justice). A priority matrix for projects as well as implementation and delivery plans have been created. - Preparatory work has been completed in respect of progressing those already identified actions not falling within the multi-agency process, this work had paused due to Covid-19. - A strategy is being developed to allow for communication to commence with our partner agencies on the relevant issues.

YEAR END TARGET	PROGRESS MADE
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85 Senior Leadership Training:

Continuing to provide training to members of Senior Leadership Team commensurate with identified needs.

TARGET NOT ACHIEVED 

- This programme was paused due to Covid-19 restrictions and a scoping paper on a new approach to the training was developed.
- The rollout of the revised training scoping paper was approved by the Executive and engagement is ongoing with the Garda College.
- Due to the current Covid-19 restrictions in the Garda College the Senior Leadership Training did not take place.

86 Industrial Relations Structures:

Ensuring appropriate Industrial Relations structure are in place to assume responsibility for Industrial Relations from the Department of Justice and Equality (Q1).

TARGET ACHIEVED 

- Arising from the Industrial Relations Amendment Act 2019, which came into effect on 1st February 2020, members of An Garda Síochána now have access to the industrial relations machinery of the State (Workplace Relations Commission and the Labour Court).
- In light of the above access being granted, a new set of Dispute Resolution Procedures have been developed in conjunction with the Workplace Relations Commission (WRC) with the intention of reducing potential industrial conflict, through the development of a positive Industrial Relations environment.
- The new Industrial Relations structures went live on 1st February 2020 and were supported by HQ Directive 3/2020 and various internal communications and briefings.

87 Staff Cultural Engagement:

Reviewing Staff cultural engagement (Q3).

TARGET ACHIEVED 

- In 2019, An Garda Síochána approved 12 Staff Culture Engagement initiatives which were piloted for implementation.
- The proposal's initiatives include best practices identified in both public and private organisations, nationally and internationally. The aim is to create a positive working environment promoting a culture of trust where staff work together, feel motivated and confident to engage, speak up and strive to be innovative.
- A statistical review of the 12 initiatives has been carried out and was approved by the Deputy Commissioner Strategy, Governance and Performance.
- The Garda Ethics and Culture Bureau has devised an action plan for each of the 12 initiatives implementing the recommendations made.
- Implementation of the action plan will begin in Q1 2021.




88 Cultural Audit Roadmap:

Developing (Q3) and implementing from (Q4) a roadmap arising from the findings of the cultural audit.

TARGET ACHIEVED 

- A roadmap for implementation of findings from the Cultural Audit has been developed and implementation has commenced.
- The GECSB continues to focus on communication to the organisation of the actions taken.
- A third communication, 'The Cultural Audit: what's changed on communication and engagement?' was published in Newsbeat in December 2020.
- A 'You asked, we listened' feedback report was added to the Ethics and Culture pages on the AGS Portal.
- Liaison is continuing with both internal and external stakeholders in relation to issues that can identify cultural data.
- An article was provided by the GECSB to Garda Professional Standards Unit (GPSU) for inclusion in the Governance and Accountability Regional Newsletter

YEAR END TARGET	PROGRESS MADE
<p>89 Cultural Audit Process:</p> <p>Commencing procurement process for a further Cultural Audit (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - Following extensive engagement and research, the Request for Tender (RFT) has been drafted and a tender process determined - On 14th December 2020, a RFT for the next Cultural Audit was sent to 6 companies. The deadline for clarifications was 15th January 2021 and that for completed tenders is 22nd January 2021 - It is envisaged that the second Cultural Audit will be conducted in Q3 2021, with preparatory work for this taking place in Q1 and Q2 2021.
<p>90 Innovation Programme:</p> <p>Reviewing solutions piloted through the staff Innovation programme (Q4).</p> <p>TARGET PARTIALLY ACHIEVED ◐</p>	<ul style="list-style-type: none"> - The STO continues to explore how best to commence trial implementation of winning ideas from the Your Ideas innovation programme run in 2019. - Formal review and evaluation mechanisms have commenced with feedback requests distributed in relation to the serious incident pop-up screens, the clip-on torches, the universal handcuff keys and bike racks. - An end of year report on the Your Ideas innovation programme has been completed - Due to Covid-19 and related restrictions, some actions in terms of reviewing ideas that require the gathering of people (such as the Foreign Language Policing Clinics and actions requiring school visits) have been paused during this crisis with resumption only possible when the environment is safe to do so. Actions that could be progressed have been and feedback reports have been received from the ideas that were possible to pilot.
<p>91/92 PALF Usage and Review:</p> <p>Reviewing PALF usage (Q1), addressing review findings and continuing to expand use. Ensuring 70% of Garda members to have held interim PALF review (Q4).</p> <p>TARGET PARTIALLY ACHIEVED ◐</p>	<ul style="list-style-type: none"> - Detailed Performance Accountability and Learning Framework (PALF) usage review has been prepared by ICT and disseminated across the organisation. The PALF System is not functioning correctly, all issues have been highlighted to ICT and are now under review in the context of feedback from Divisions. - Work is ongoing with ICT in relation to reconciliation of data on Pulse and PALF and aligning of same. - Detailed PALF usage data, now collated on a monthly basis, is being used to drive implementation and engagement with all Assistant Commissioners and Chief Superintendents. - A new reporting feature is being developed which will allow access to Divisional statistics locally. This will further enhance local visibility with regard to PALF usage. - While PALF usage has increased to 75%, the end of year target of 70% interim reviews undertaken will not be reached. - Interim reviews have not been the focus of the reporting as the priority is to increase awareness and overall usage. The continued drive towards implementation will include a move to an annual cycle and continued targeted communications. The movement of PALF to an annual cycle from 1st January 2021 has been communicated to Chief Superintendents during December. - It is intended that the embedding of PALF in the organisation and the commencement of the policy review will yield a more meaningful system from both a management and participant perspective.

YEAR END TARGET	PROGRESS MADE
<p>93 Performance Management for Garda Staff:</p> <p>Agreeing and approving a performance management system for Garda Staff by Q3, commencing implementation (Q4).</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - The delivery of the Performance Management and Development System (PMDS) is dependent on the delivery of the e-PMDS solution. The e-PMDS is a system offered by the Department of Public Expenditure and Reform. - Communication was issued to the Department of Public Expenditure and Reform and the Office of the Government Chief Information Officer (OGCIO) in August regarding the progress of the e-PMDS solution for Garda Staff. - An Garda Síochána's ICT section has received a Project Initiation Document and Project Plan for the Active Directory Security from OGCIO for agreement and sign off. - e-PMDS training material for Managers, Employee and Administrators has been received from the National Shared Service Office. It is being reviewed as access to "dummy system" for testing was delivered in December 2020. Testing commenced and is due to be completed in early January 2021. - While An Garda Síochána now has agreement on the use of the e-PMDS system, some associated technical issues are still being resolved. User testing commenced in late December, therefore, it will be Q1 2021 before further progress can be made.
<p>94-95 Attested Probationer Supervision:</p> <p>(94) Putting in place appropriate structures and processes to ensure appropriate supervision for recently attested probationer Gardaí.</p> <p>(95) Ensuring that appropriate guidance, supervision and support is provided to recently attested probationer Gardaí.</p> <p>TARGET ACHIEVED </p>	<ul style="list-style-type: none"> - A copy of proposals on the revision to delivery of Foundation Training was provided to the Policing Authority in Q2 2020. - A support process involving a portfolio of performance development, which includes a set of 5 core competencies and 17 key behavioural tiers through which learning is achieved, has been in place since May 2020 for recently attested probationer Gardaí. - Continuous Professional Development (CPD) Structures were suspended in March and briefly reinstated in October before being suspended again. - The supports that are in place will continue for all Phase 1 participants (475) as has been the case since May 2020. Phase 1 participants consist of Intakes 193 to 203, which includes early attested probationers and trainees recruited since May 2020. - Covid-19 Level 5 restrictions were announced on 20th October 2020. Garda Probationers, Trainees and Garda Instructors were redeployed to operational duty as of 2nd November 2020 and all training and CPD were suspended until January 2021.
<p>96 Frontline Policing Recognition:</p> <p>Establishing a process to explore how best to recognise excellence in frontline policing (Q4).</p> <p>TARGET ACHIEVED </p>	<ul style="list-style-type: none"> - An Implementation Plan to explore opportunities for recognising excellence in frontline policing was developed for, and approved by, the Community and Culture Programme Board in October 2020. - A working group was convened to meet online with the objective of establishing a process to recognise excellence in frontline policing. - Engagement with the Associations and Unions will take place in January 2021 by way of an information contact session.

YEAR END TARGET

PROGRESS MADE

97 Discipline Regulations Statutes:

Preparing for statutory enactments of new discipline regulations upon publication of relevant legislation.

TARGET ACHIEVED



- The Commissioner's submission on the new disciplinary framework has been submitted for consideration to the Department of Justice. This package includes the proposed new performance arrangements, draft Performance Policy and Procedures, proposed misconduct arrangements, guidance on disciplinary sanctions for misconduct proceedings, potential lacunas in the existing disciplinary regime, and draft new Standards of Professional Behaviour together with a review of the Garda Síochána discipline procedures from a legal perspective.

98 Anti-Corruption Unit:

Progressing commitments in the Anti-Corruption Strategy.

TARGET ACHIEVED



- In 2019 the An Garda Síochána's Anti-Corruption Policy was developed and a Steering Group was established to progress the establishment of a Garda Anti-Corruption Unit (GACU).
- The Anti-Corruption Steering Group has met regularly throughout 2020 to progress key enablers to support the establishment of GACU, including:
 - o Accommodation
 - o ICT requirements
 - o Policy Development
 - o Training
 - o Resources
 - o Finance
- Successful Garda candidates from the GACU competition received their two week induction training in early December and were transferred to the Unit on 9th December 2020.
- Meetings with Garda Associations and Garda Staff Unions continue to discuss Garda Anti-Corruption Policies and Procedures.
- Consultations with internal and external stakeholders to progress the development of the GACU business activities and supporting infrastructure are ongoing.




99 Health and Wellbeing Strategy:

Agreeing Health and Wellbeing strategy (Q3) and developing an implementation plan (Q4) taking into consideration any developments or learning consequent to response to Covid-19.

TARGET NOT ACHIEVED



- In 2019, An Garda Síochána conducted a Health Needs Analysis to support development of the Strategy. The survey received over 5000 replies.
- Based on the survey results a Health and Wellbeing Strategy was drafted and was at an advanced stage by the end of 2020.
- In order to agree an Action (Implementation) Plan to be launched with the Strategy, meetings are to be held with all relevant business owners in early January 2021. These meetings will focus on feedback from members and how this may inform the specific actions and timelines in key areas.
- A Stakeholder Forum will also meet in January 2021 to discuss the latest draft of the Strategy and to progress the Action Plan following engagement with key business owners.
- The development of the Health and Wellbeing App progressed in 2020, though it is facing budget and timeframe constraints

YEAR END TARGET	PROGRESS MADE
<p>100 Post-traumatic Incident Support:</p> <p>Approving a Post-traumatic Incident Support Review and Signposting (PSRS) Policy and Procedure (Q4).</p>	<ul style="list-style-type: none"> - In 2019 An Garda Síochána produced a review of current practices, best practices and evidence-based approaches to post-traumatic incident support. - It is planned to consult with outside experts to assist with the development of the Post-traumatic Incident Support Review and Signposting (PSRS) Policy and Procedure to expedite delivery and ensure informed input on this important aspect of our Health and Wellbeing Strategy. - Despite Covid-19 restrictions regular contact is being maintained with the Stakeholder Forum and relevant organisations e.g. Oscar Kilo, the UK Police Wellbeing Service.
<p>TARGET NOT ACHIEVED </p>	
<p>102-103 Health and Wellbeing (Covid-19):</p> <p>(102) Ensuring the provision of advice in relation to occupational health considerations related to the implementation and application of national public health Covid-19 regulations or guidance.</p> <p>(103) Ensuring the provision of advice in relation to medical considerations related to the implementation and application of national public health Covid-19 regulations or guidance.</p>	<ul style="list-style-type: none"> - The Chief Medical Officer (CMO) provides an occupational health perspective to the regular meetings of the Covid-19 Response Group chaired by the Deputy Commissioner, Policing and Security and at the Chief Administrative Officer Branch meetings. - The CMO collaborates with public health authorities with respect to Covid-19 matters as they relate to An Garda Síochána. - Dedicated occupational health and wellbeing sections have been utilised in the Internal Communications bulletin Newsbeat and on the Covid-19 Portal page to provide information and advice to Garda personnel. <p>In addition, Internal Communications, together with the CMO, ran a serial feature in the Newsbeat Covid-19 edition, 'Ask the CMO', giving Garda personnel the opportunity to pose questions directly to the CMO about Covid-19.</p>
<p>TARGET ACHIEVED </p>	
<p>101,104,105 Health and Wellbeing (Covid-19):</p> <p>(101) Ensuring the appropriate prioritisation and coordination of health, wellbeing and welfare matters arising from Covid-19.</p> <p>(104) Implementing Covid-19-related health and safety considerations impacting on operational policing and challenges arising and facilitating clear information and access to wellbeing supports for all Garda personnel.</p> <p>(105) Communicating up to date relevant information and advice to inform, address concerns, and support the health and wellbeing of frontline Garda personnel faced with impact of the Covid-19 pandemic.</p>	<ul style="list-style-type: none"> - Advice was disseminated with regard to Covid-19 relevant matters: <ul style="list-style-type: none"> o Amended guidelines for solicitors attending Garda Stations o Cocooning personnel attending court o Court presenters offices in CCJ, Galway and Cloverhill o Specialised interview suits o Infection control at Garda Headquarters, Harcourt Square o Immigration offices at Monaghan and Waterford - Information on wellness and supports during the pandemic are regularly published on the Garda Portal and Internal Communications page. - A number of Covid-19 Garda Station reviews were conducted by Regional Safety Advisors, under the direction of the National Health and Safety Unit. - The Employee Assistance Service liaised with each Divisional Covid-19 office and all personnel that are absent as a result Covid-19 related issues.
<p>TARGET ACHIEVED </p>	

YEAR END TARGET	PROGRESS MADE
<p>106 PPE Procurement (Covid-19):</p> <p>Procuring and distributing appropriate Personal Protective Equipment.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - Procurement regularly reassess the organisation's demands for Personal Protective Equipment (PPE). - The focus is on the resilience of the supply chain and engaging with other stakeholders. - There are weekly/fortnightly issuances of PPE from Garda Central Stores to Divisional Offices as needed. - Divisions apply directly to Garda Central Stores with PPE requirements. The storage locations were identified to aid the timely distribution of PPE.
<p>107 Remote Working Solutions:</p> <p>Facilitating remote working solutions to support social distancing.</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - Remote access to Garda ICT is largely complete with ongoing support for remote workers and new requests for hardware and software being delivered. - This includes: laptops, mobile phones, USB Monitors, wireless keyboards / mice, CISCO video conferencing units, and security access tokens for remote access and access to video conferencing software. - Garda ICT section participated in the remote working sub-group established by the Normalised Working Steering Committee. - Significant investment is required to bring about long term remote working (and not just remote access to existing systems) by reducing the organisation's dependence on paper (or more recently email) based processes and communication.
<p>108 Revised Rostering:</p> <p>Designing and agreeing a revised roster, commencing implementation (Q4).</p> <p>TARGET NOT ACHIEVED ✗</p>	<ul style="list-style-type: none"> - In 2019, An Garda Síochána carried out research into international rostering along with extensive internal and external stakeholder consultation exercises. - An Garda Síochána also developed a management position on new rostering arrangements. At the end of the year, the management position on new rostering was delivered to the Associations for examination. - In early 2020 progress was made with feedback from the Associations on the final consolidated report and Terms of Reference drafted for work to be carried out. - In April a formal proposal and Management Position Report was forwarded to the Associations - A new facilitator was appointed in September. - The Westmanstown Roster – Working Times Agreement was published in 2012 in order to align the operation of rosters with the European Working Time Directive. - The next steps in this process includes a consideration as to whether the Westmanstown Working Time Agreement includes a dispute resolution mechanism. Legal advice has been obtained in respect of this matter.

YEAR END TARGET	PROGRESS MADE
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109-114 Implement Operating Model:

(109) Implementing the Garda Síochána Operating Model on a phased basis.

(110) Commencing the phased establishment of the Business Functional Area across the Divisions informed by continuing the targeted effort on business process optimisation

(111) Commencing the establishment of the Performance Assurance, Crime and Community Engagement Functional Areas in all Phase 1 divisions:
Cork City, DMR South Central, Limerick, Meath/Westmeath and Galway

(112) Commencing planning with Operating Model Phase 2 Divisions: Cork County, Clare/Tipperary, DMR East, DMR South and Kerry

(113) Commencing engagement with SCO on the implementation of the Operating Model

(114) Completing the detailed design of the Regional elements of Operating Model and evaluate the alignment with GNCSIS

- The new Operating Model aims to increase coordination, improve oversight and optimise service delivery to the public across the country.
- An Garda Síochána began implementation of the Operating Model in 2019.
- Pilot programmes ran in Divisions throughout 2019, these have been assessed and 5 Divisions identified for Phase I implementation in early 2020.

109: Implementing the Garda Síochána Operating Model on a phased basis.

- In 2020, and in light of Covid-19, the Operating Model project adopted a revised implementation approach which focuses on the establishment initially of the Business Services Functional Area (BSFA) across all Divisions, followed by the remaining 3 Functional Areas (Performance Assurance, Crime and Community Engagement).
- There has been ongoing progression of implementation with Group 1 Divisions for BSFA and timelines are set to commence the planning and engagement with Group 2 Divisions.

110: Commencing the phased establishment of the Business Functional Area across the Divisions informed by continuing the targeted effort on business process optimisation

- The Operating Model commenced implementation of the BSFA in October 2020, with Kerry, Cork City, Galway, Limerick, Mayo/Roscommon/Longford and DMR South Central (2nd November 2020).
- There is ongoing engagement with Divisional Officers, Estate Management and Chief Superintendent Operating Model to determine and progress accommodation requirements for the four Functional Areas.
- The Process Evaluation approach has been developed and shared with Group 1 Divisions for ongoing completion.

111: Commencing the establishment of the Performance Assurance, Crime and Community Engagement Functional Areas in all Phase 1 Divisions:

Cork City, DMR South Central, Limerick, Meath/Westmeath and Galway

- Performance Assurance
 - o There is continued progress on the development of drafts for processes through a series of workshops to review and validate RACI documentation as well as Change Impact Assessments.
 - o A Performance Assurance Readiness Assessment in development and timelines for cascade under review.
- Crime
 - o Presentations with PEMS Policy Owners on work to date, number of RACIs and methodology used for the Operating Model developed.
 - o A review of the Change Impact Analysis has been completed.
 - o Discussions have commenced on proposed interventions for Courts Management.
- There is ongoing engagement between the Operating Model team, Estate Management and Divisions to develop an accommodation matrix to capture proposed locations and required works to support the implementation strategy.
- There are ongoing discussions with the OPW in relation to leasing options proposed by Divisions.

TARGET ACHIEVED



YEAR END TARGET

PROGRESS MADE

112: Commencing planning with Operating Model Phase 2 Divisions: Cork County, Clare/Tipperary, DMR East, DMR South and Kerry

- The DMR South and DMR North Central Divisions are due to commence the implementation of BSFA in January 2021 and Clare/Tipperary in January/February 2021. Wexford/Wicklow, Waterford/Kilkenny/Carlow and DMR West will likely commence in Q1 2021.

113: Commencing engagement with OSC on the implementation of the Operating Model

- There is regular engagement with the Bureaus under Organised and Serious Crime (OSC).
- The OSC Operating Model Blueprints are with the relevant Bureau Chiefs for review except for the blueprint for the Garda National Bureau of Criminal Investigations (GNCCI) which was signed off in October 2020.
- The OSC Tasking and Coordination template was developed in conjunction with D/Superintendent TACU and is under review.

114: Completing the detailed design of the Regional elements of Operating Model and evaluate the alignment with GNCSIS




- There is continuous engagement between the Garda National Crime and Security and Intelligence Services (GNCSIS) Operating Model Implementation team and the core Operating Model team, focussing initially on the Eastern Region.
- The National Criminal Intelligence Framework (NCIF) and other supporting elements of the Regional Design Implementation have been submitted for review. Timelines for implementation are currently being determined.
- The draft functional blueprints for a number of units (SDU: Special Detective Unit, LandP: Liaison and Protection, STOC: Special Tactics and Operations Command and SandI: Security and Intelligence) have been submitted.
- The GNCSIS programme implementation plan was submitted for review.

115 Costed Policing Plans:

Continuing to develop the capacity to complete a fully costed policing plan (Q4)

TARGET PARTIALLY ACHIEVED 

- The rollout of the Roster and Duty Management System (RDMS) to more divisions should assist in developing capacity to develop a costed Policing Plan.
- There was insufficient data available from 2020 operational RDMS implementation that could be utilised to facilitate fully costing a Policing Plan in 2020.
- A draft 2021 Policing Plan with budgets allocated by strategic pillar was prepared and submitted to the Chief Administrative Officer for onward review by the Executive.
- Communications with other police forces were progressed to determine their methodologies to costing policing plans. It appears that in many UK jurisdictions costed policing plans are no longer carried out but rather there is a focus on costing specific areas of the organisation/activities as and in particular, on activities that add value.

YEAR END TARGET	PROGRESS MADE
<p>116 Corporate Governance Framework Review:</p> <p>Reviewing (Q3) and enhancing the Corporate Governance framework (Q4).</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - Plans to review and enhance the Corporate Governance Framework of An Garda Síochána are progressing. - The review of the current governance structures and high-level benchmarking against four other police services has been completed and resulted in the definition of future governance principles to be adopted by any new model. - Subsequently the to-be governance principles and overall governance structure was developed and discussed with Deputy Commissioner Strategy, Governance and Performance on 11th December 2020. Following this, the membership and terms of reference for each governance committee has been developed and will be reviewed in January 2021. - A to-be corporate governance design is expected to be ready for review and approval in Q1 2021.
<p>117 Performance and Accountability Framework:</p> <p>Designing and testing online phase of the PAF (Q4)</p> <p>TARGET ACHIEVED </p>	<ul style="list-style-type: none"> - A standardised process for moving information within An Garda Síochána's governance structures is being developed into an online IT tool. - The technical Performance and Accountability Framework (PAF) Pilot phase was completed during November with final testing being done at Divisional level. Empirical learning and change requests were identified. - This project experienced some disruption due to the Covid-19 crisis. Additionally, issues with the Enterprise Content Management (ECM) system and changes to the Operating Model implementation schedule caused some delay. - Draft processes and procedures for PAF within the Operating Model were almost complete by year end, to be amalgamated with change request priorities compiled from the pilot to adapt the IT solutions to the Operating Model. Additionally ECM saw stability improvements which will allow it to continue as a vehicle for the PAF tool.
<p>118 Risk Management Framework Review:</p> <p>Reviewing (Q3) and enhance the Risk Management framework (Q4).</p> <p>TARGET PARTIALLY ACHIEVED </p>	<ul style="list-style-type: none"> - An independent review of the Risk Management Framework was completed in July 2020 and approved by the Deputy Commissioner, Strategy Governance and Performance. - Consolidation of the recommendations from the review (July 2020), an internal audit of risk management (July 2019) and a Garda Risk Management Unit (GRMU) review of risk management (August 2018) was completed in September 2020. - A draft Implementation Plan was developed in October 2020 which set out the activities and timelines surrounding the implementation of the recommendations from all three reports - A run-through of the OGCI0 'E-Risk IT System' was attended by GRMU staff in October 2020. Procurement timelines of an IT Risk management system are yet to be established. - The Divisional Operating Model Risk Management Process Design (RACI document) was developed in October 2020, following this development on a Regional Risk management process began.

YEAR END TARGET	PROGRESS MADE
<p>119 Internal Communications Strategy:</p> <p>Delivering a number of key improvements in our internal communications.</p>	<ul style="list-style-type: none"> - An Garda Síochána won top prize in the 'Best Newcomer' category, of the Internal Communications UK and Ireland Awards 2020 in which the Institute recognised EO Laura Griffin for her outstanding work in delivering professional screensavers with impactful messaging across the organisation. Internal Communications received an Award of Excellence for being a finalist in the 'Best Crisis Communications' category for our internal communications during Covid-19. In addition, An Garda Síochána won Silver in the Internal Communications and Engagement Awards 2020 run by Communicate Magazine, in the category "Best Internal Communications during Covid-19. - Newsbeat was published regularly throughout the year. Updates were provided on Covid-19 safety, updated Regulations, the Government 'Living With Covid' plan, procedures around self- isolation and restricted movements, the free flu vaccine for personnel and more. By year end readership of Newsbeat was recorded at more than 14,000 personnel for the first time - Screensavers and Portal notices continue to promote Covid-19 safety and adherence to public health measures.
<p>TARGET ACHIEVED ✓</p>	
<p>120 Portal Upgrade Plan:</p> <p>Developing a Portal upgrade plan (Q4).</p>	<ul style="list-style-type: none"> - The Portal is the main information site for the Garda intranet. - Information gathering is ongoing to establish the current extent of the content in the Portal and the equipment and systems that host it. - A high-level Development Strategy document was created collaboratively by Internal Communications and ICT in Q4 2020. This sets out the approach to be taken to develop a new Portal. - The approach will involve extensive consultation with the workforce in order to deliver a product that is user-centric.
<p>TARGET ACHIEVED ✓</p>	
<p>121 Data Quality Assurance Plan:</p> <p>Implementing identified priority actions for 2020 from the Data Quality Assurance Plan.</p>	<ul style="list-style-type: none"> - A comprehensive data quality strategy was approved by the Data Governance Board in April 2020. The Board also oversees its implementation. This includes actions to address the recommendations in the CSO's Review of the Quality of Recorded Crime Statistics. - Three priority actions for 2020 were established: <ul style="list-style-type: none"> o Eircode o Publication of Crime Recording Rules o Closed loop data quality assurance process - Eircodes were enabled in PULSE in October's 7.6 release. - A public-facing document was published on the Garda website under publications, policy documents. - A data quality assurance process has been formally documented and will be audited by the GPSU - Progression of the remaining elements of the Data Strategy will continue as part of implementing the Information and Technology Vision, which has been approved by the Executive and presented to the Policing Authority.
<p>TARGET ACHIEVED ✓</p>	

YEAR END TARGET	PROGRESS MADE
<p>122 Core Technology Platforms Review:</p> <p>Finalising review of core technology platforms (Q3) and developing roadmap (Q4).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The Review of Technology Platforms is complete and has been presented to the CIO. The results of the review have been reviewed against the ICT Strategic Vision incorporating required changes. - Further, each review recommendation has been aligned with the ICT Business Project list to identify which ones were; <ul style="list-style-type: none"> o In progress o Not yet started o Not identified and listed as being needed - In relation to those not listed on the Project Backlog these Projects have been created and now form part of the pool of ICT projects to be prioritised by An Garda Síochána depending on resources (both human and financial) and the wider organisational priorities of An Garda Síochána. - The delivery of these projects will now be progressed through the ICT Prioritisation Board and managed via the ICT Portfolio Status Report through the years 2021 and beyond. Timing of delivery will be based upon organisational priorities and available resources.
<p>123 Criminal Justice Hub</p> <p>Continuing to progress electronic integration with our justice partner agencies under the Criminal Justice Hub initiative</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - The Criminal Justice Hub is a digital interlinking of the criminal justice system. - Change to PULSE for charge sheet and station bail version were applied on 5th December 2020. - The associated and required reporting services extract development was completed before Christmas. The Courts Service has commenced their corresponding development work. - Integrated end to end testing strategy discussions are ongoing, expected to commence in March 2021. - An integrated solution for Charge Sheets and Station Bail project is due to go live in April 2021
<p>124 Mobile Evaluation:</p> <p>Increasing the number of Mobile Devices deployed to 4500 (Q4) and evaluating their use (Q3).</p> <p>TARGET ACHIEVED ✓</p>	<ul style="list-style-type: none"> - In 2020 AGS Active Mobility Service Team deployed 5100 new or updated mobility devices. - A new device enrolment video was created and made available on G-Tube (the internal AGS video / training system) to support members with enrolment process. No support tickets were raised with the Help Desk for enrolment support indicating that members are able to self-enrol successfully. <ul style="list-style-type: none"> o Confirmation has been received that a ring-fenced budget has been allocated in 2021 to support additional device deployments and app development.
<p>125 Enterprise Content Management - Deployment:</p> <p>Taking steps to enhance the user experience of Enterprise Content Management and continue its rollout in HQ, Specialist Sections and the Eastern Region (Q4)</p> <p>TARGET PARTIALLY ACHIEVED ◻</p>	<p>The Enterprise Content Management (ECM) deployment remains paused due to Covid-19 and there is no clear date for deployment to restart.</p> <ul style="list-style-type: none"> - The design of a new training approach may also be delayed as the Garda College is at a reduced capacity. Steps are being taken to identify and rectify issues with the platform. - ECM network stability is a limiting factor in respect of how quickly improvements can be deployed - A major survey of users was run in in November/December to enable the usability and effectiveness of the system to be assessed given the rollout so far. <ul style="list-style-type: none"> o There were over 1,000 responses which are currently being summarised and assessed.

YEAR END TARGET	PROGRESS MADE
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126 Computer Aided Dispatch Procurement:

Continuing procurement process for CAD2, with preferred vendor selected (Q4)

TARGET ACHIEVED



- The Computer Aided Dispatch (CAD) is the system employed to coordinate emergency calls.
- The contract was signed with the preferred vendor on 20th November 2020 and ahead of time.
- Work continues on system planning and design with regular work stream conferences taking place every week.
- The CAD team is working to a specific Implementation Plan and go-live date is expected to take place Q4 2022/Q1 2023.
- Conferences are continuing specifically in relation to the training programme: Needs analysis, planning, syllabus, train the trainer, organisation training and e-learning. Weekly meetings are anticipated to continue online.
 - o In anticipation of the CAD2 project implementation, CAD1 is being consolidated by amalgamating the old Eastern Region with the new, and this has commenced with ICT: Meath/Westmeath being successfully transferred into Waterford Eastern Regional Control Room in December 2020.

127/8 Roster Duty Management System Roll-Out:

(127) Exploring options for the accelerated rollout of RDMS (Q2)
 (128) Deploying RDMS in a further 3 Divisions (Q4).

TARGET PARTIALLY ACHIEVED



- The Roster Duty Management System (RDMS) is an electronic modernisation of the current roster scheduling system for Garda members.
- RDMS has been successfully implemented in Dublin Metropolitan Region South-Central (DMR SC) and workshops were held to prepare for the retirement of A.85 with Finance Staff in Division.
- The final tree structure for Cork City Division has been decided.
- Engagement with Limerick Division has commenced and site surveys are currently being arranged.
- IT hardware for Divisional Planners has been delivered in two Divisions (DMR SC and Cork) and data gathering has been completed
- Divisional Planners have received training and the Planning function has gone 'live'.
- The Regional Rollout team has also been trained.
- Configuration and build of RDMS and for alignment with the Operating Model is underway.
 - o A planning workshop with Action Sponsor, Action Manager and Chief Superintendent Operating Model has been scheduled for January 2021 to develop a further rollout plan.

