



An Garda Síochána

Monthly Report to the Policing Authority

In accordance with Section 41A of the Garda Síochána Act 2005 (as amended)

March 2020

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
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Luaigh an uimhir tharaghta seo a leanas le do thoil:
Please quote the following ref. number: **CMR_34-367274/15**



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Ms. Helen Hall
Chief Executive
Policing Authority

Dear Helen

Re: Commissioner's Monthly Report to the Policing Authority

I am pleased to provide the third monthly report for 2020 outlining the key aspects of the administration and operation of An Garda Síochána for the month of February 2020, in accordance with Section 41A of the Garda Síochána Act 2005, as amended.

This report is provided for review in advance of the Policing Authority meeting with the Commissioner, on Wednesday, 25 March 2020.

In light of the current situation regarding Covid-19, the direction of much of our focus and resources has altered in recent weeks. Some of the commitments made in this report will be subject to change and, as required, resources will be prioritised. We will keep you fully advised in forthcoming reports and meetings throughout this period. An update regarding the COVID-19 Co-ordination Unit established at Garda Headquarters on 10 March 2020 has been included at Section 1 of this report.

Yours sincerely

**DERMOT MANN
CHIEF SUPERINTENDENT
OFFICE OF THE COMMISSIONER**

March 2020

An Garda Síochána: Ag Coinneáil Daoine Sábháilte – Keeping People Safe

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Message from the Commissioner

At the time of writing, An Garda Síochána has taken a series of prudent measures to ensure we can provide the best possible service to the public and essential State services during the COVID-19 outbreak.

As a result of changes to our rostering, our policing hours have increased by approximately 25%. In addition, we have quickly added an additional 450 members to the front-line through attesting the current students in the Garda College and the re-deployment of Garda members working in the College.

We have also hired 210 vehicles for use in community engagement and have repeated the message through the media and our own social media that we are here to help and support the community, particularly the vulnerable.

A COVID-19 National Co-Ordination Unit under Deputy Commissioner, Policing and Security coordinates and manages a strategic Garda response to this dynamic situation. Deputy Commissioner, Policing and Security currently chairs daily teleconferences with operational Assistant Commissioners and Heads of Sections monitoring the evolving position. (An update in respect of the COVID-19 Co-ordination Unit at Garda Headquarters is included later in this report).

At the same time, it is vital that we continue to prevent and detect crime. Even in the last week as COVID-19 escalated, there were numerous examples of drug seizures, arrests, and road safety enforcement. This will continue.

This country and its people face an incredible challenge in COVID-19. An Garda Síochána will play its role in protecting and supporting individuals, communities and society during this difficult time. I know that Garda members, staff and reserves will once again demonstrate their dedication to public service and bravery in the face of very difficult and unique circumstances. I want to take this opportunity to thank them for that.

You can be assured that An Garda Síochána will go above and beyond to keep people safe.

JA HARRIS
Commissioner
An Garda Síochána

1. Update regarding the COVID-19 Co-ordination Unit, Garda HQ

When information was initially circulated internationally concerning the Corona Virus (now identified as COVID-19), contingency planning was commenced by An Garda Síochána with D/Chief Superintendent, Liaison & Protection and the Major Emergency Management Team attending high-level preparatory / preparedness meetings, including the Health Threats Co-ordination Group, under the National Public Health Emergency Team, the Health Service Executive and under the auspices of the Department of the Taoiseach.

Attendees at these meetings included representatives from the Department of Health and the HSE, the Department of the Taoiseach, Department of Justice and Equality, Department of Foreign Affairs and Trade, the Government Information Service, the Department of Transport, Tourism and Sport, Department of Employment and Social Protection, Department of Business, Enterprise and Innovation, Department of Housing, Planning and Local Government, Department of Defence, the Office of Emergency Planning, the Defence Forces and the Irish Prison Service. Updates concerning the COVID-19 virus were provided to the meetings by the relevant agencies in order to assist in having an informed coordinated approach by all agencies in dealing with the issue.

The COVID-19 Coordination Unit under the direction of D/Chief Superintendent, Liaison & Protection was established on 10 March 2020 under the remit of Deputy Commissioner Policing and Security to manage the strategic response by An Garda Síochána in a co-ordinated manner as events evolve. The Unit is operating on a 24/7 basis and, in addition to co-ordinating operational instructions and communications in collaboration with the Director of Communications and the Press Office, it also functions as a helpline and email service to assist and provide guidance and reassurance to Garda members and staff in relation to COVID-19.

With effect from Monday 16 March 2020, a contingency roster of four units, working 12 hour shifts was put in place to assist in promoting and implementing a system whereby there is limited cross-over of personnel, thereby mitigating against the risk of cross-contamination.

Executive Director Legal and her staff are engaging with the Office of the Attorney General, the Department of Justice and Equality, the Director of Public Prosecutions and the Courts Service in relation to advices and guidance to assist the Organisation insofar as existing legislation, criminal and civil proceedings before the Courts and related matters under the current extraordinary circumstances.

Information on a range of issues impacting operational frontline policing matters is being collated concerning international policing efforts being deployed against COVID-19 and any emerging crime trends are being monitored.

Regional Health & Safety Officers are attending at Garda Stations within their respective Regions to ensure adherence with good practices in place to prevent and mitigate against the spread of COVID-19 and to provide advices if necessary on guidance being issued by the HSE concerning best practices, including social / physical distancing. Ongoing advices from the CMO, in-line with HSE guidelines are being issued to all members and staff and are being updated on the Garda Portal. Additionally, Newsletters are being circulated, by personal email, by the Garda Press Officer and the Director of Communications to each member of staff.

Daily situation briefings with each Regional Assistant Commissioner and other members of the Senior Leadership Team are chaired by Deputy Commissioner Policing and Security.

The Director of Communications and the Press Officer are liaising with the COVID-19 Co-ordination Unit and the CMO to ensure timely and co-ordinated response and messaging both to the Organisation and to the public.

Representatives of An Garda Síochána are continuing to liaise closely with other Government Agencies and in particular the other agencies within the Department of Justice and Equality participating in tele-conferences chaired by the Secretary General, to ensure a uniform approach by the Criminal Justice Sector in responding to immediate changes taking place, internationally, in response to COVID-19.

The primary responsibility for An Garda Síochána remains to continue to provide a policing service to the community, in whatever way possible, ensuring the safety of those most vulnerable in our community.

2. Finance

The overall year to date financial position at the end of February shows a total net expenditure of €280.9m, which is €10m less than the profiled spend of €290.9m. There are a number of subheads showing savings for the year to date, however, this situation is as a result of timing issues as the subheads are fully committed.

The expenditure on overtime for the year to date (including the Garda College) is €15.2m, which is €0.46m or 3% in excess of the profiled budget. The expenditure on salaries for February 2020 was €81.7m. The year to date expenditure is €182.3m, resulting in a year to date underspend of €0.7m. The Visit of the Duke and Duchess of Cambridge from 3 - 5 March will place significant pressure on the Vote and specifically on the overtime and travel and subsistence budgets, with an estimated total cost of €1.3m.

As it will be a very challenging financial year, including the unprecedented demands placed upon the Garda Vote as a result of COVID-19, all budget holders have been advised that they must keep within their allocations for their current policing plans. This, however, will be subject to review as the situation unfolds.

Estate Management - Military Road

The Office of Public Works has a non-renewable 6 year lease on Harcourt Square which means the property must be vacated by the end of 2022. (Failure to provide vacant possession of Harcourt Square by the end of 2022 would have financial implications for the OPW). The OPW has completed the procurement process and identified a preferred contractor for the construction of a new Garda Security and Crime Operations Centre at Military Road. The project commenced in mid-February 2020, with the contractor mobilising construction teams on site and clearance works initiated. The project is expected to take in the order of 30 months to be developed, upon which it will be handed over to An Garda Síochána to fit out the necessary ICT and furniture requirements.

3. Human Resources and People Development (HRPD)

- Garda and Garda Staff strengths at 29 February 2020, including a breakdown by rank, grade and gender, are outlined to follow. Information is also provided in respect of family friendly arrangements, sick leave and suspensions.
- Refinement and revision of the Workforce Plan continue in consultation with the Policing Authority and Departments of Justice & Equality and Public Expenditure & Reform, who are anxious to ensure the visibility of the Garda Reassignment Initiative and progress on the workforce modernisation agenda.
- The number of Garda members reassigned to operational duties at 29 February 2020 is 635. A chart outlining the rank breakdown is provided to follow.
- Details of numbers and vacancies in specified ranks are outlined at Appendices B and C.
- A detailed breakdown of leave rates are outlined at Appendices D and E.

Garda Strengths

Rank	At 29 February 2020	Male	%	Female	%	WTE
Commissioner	1	1	100%		0%	1
Deputy Commissioner	1	1	100%		0%	1
Assistant Commissioner	8	6	75%	2	25%	8
Chief Superintendent	47	38	81%	9	19%	47
Superintendent	167	149	89%	18	11%	167
Inspector	380	315	83%	65	17%	380
Sergeant	2,106	1,639	78%	467	22%	2,103.5
Garda	11,743	8,389	71%	3,354	29%	11,687.5
Total	14,453	10,538	73%	3,915	27%	14,395

Of which		Male	%	Female	%
Career Breaks (incl. ICB)	66	29	44%	37	56%
Work-sharing	58	2	3%	56	97%
Secondments (Overseas etc.)	12	8	67%	4	33%
Maternity Leave	76	N/A	0%	76	100%
Unpaid Maternity Leave	49	N/A	0%	49	100%
Paternity Leave	26	26	100%	N/A	N/A
Available Strength	14,166	10,473	74%	3,693	26%

Garda Reserves

Garda Reserves Strength as at 29 February 2020	Total	Male	%	Female	%
	445	332	75%	113	25%

Garda Staff Strengths

	Total	WTE*	Male	%	Female	%
Professional / Technical	60	59.1	36	60%	24	40%
Administrative **	2,788	2,689.5	726	26%	2,062	74%
Industrial / Non Industrial	399	246.6	121	30%	278	70%
Total	3,247	2,995.2	883	27%	2,364	73%

Of which	Total	Male	%	Female	%
Maternity Leave	18	N/A	0%	18	100%
Unpaid Maternity Leave	12	N/A	0%	12	100%
Paternity Leave	1	1	100%	N/A	0%
Available Total	3,216	882		2,334	

* Whole time equivalent – Garda staff work on a number of different work-sharing patterns

** Civil service grades and other administrative posts

Work Sharing ***	Total	Male	%	Female	%
	343	7	2%	336	98%

*** Work-sharing figure excludes Industrial / Non-Industrial staff. Many of these posts are part-time.

Career Breaks****	Total	Male	%	Female	%
	24	5	21%	19	79%

**** Staff on career break are not included in total numbers above.

Garda members reassigned to operational duties as at 29 February 2020

	Chief Superintendent	Superintendent	Inspector	Sergeant	Garda	Total
2018	0.5	4.5	15	39	199	258
2019	0	6	8	47	283	344
2020	0	0	1	8	24	33
Total	0.5	10.5	24	94	506	635

Administrative and Civil Service

Grade	Total	WTE	Male	%	Female	%
CAO	1	1	1	100%	0	0%
Executive Director	5	5	4	80%	1	20%
Director	1	1	1	100%	0	0%
PO	21	21	11	52%	10	48%
AP	45	45	20	44%	25	56%
HEO/AO	152	151	65	43%	87	57%
EO	746	735.2	199	27%	547	73%
CO	1,817	1,730.3	425	23%	1,392	77%
Total	2,788	2,689.5	726	26%	2,062	74%

Parental Leave

Persons who availed of Parental Leave during 01.02.2020 – 29.02.2020	Garda Members	Garda Staff
	181	122

Garda Members - Unavailable for duty due to sick leave

	Garda		Sergeant		Inspector and above		Total	
	*OI	**IOD	OI	IOD	OI	IOD	OI	IOD
May 2019	1509	162	102	14	8	0	1619	176
June 2019	1331	153	82	10	8	0	1421	163
July 2019	1374	157	96	10	7	0	1477	167
August 2019	1515	164	108	9	11	0	1634	173
September 2019	1619	165	129	10	10	0	1758	175
October 2019	1704	155	120	11	7	1	1831	167
November 2019	1593	154	135	11	8	0	1736	165
December 2019	1708	154	159	12	17	0	1884	166
January 2020	1774	154	170	11	17	0	1961	165
February 2020	1511	151	124	11	10	0	1645	162

*Ordinary Illness **Injury on Duty

Garda Members - Instances of Absence

	Garda		Sergeant		Inspector and above		Total	
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
May 2019	1630	162	111	14	8	0	1749	176
June 2019	1399	154	86	10	8	0	1493	164
July 2019	1470	157	103	10	7	0	1580	167
August 2019	1636	164	115	9	11	0	1762	173
September 2019	1741	165	137	10	10	0	1888	175
October 2019	1830	156	125	11	7	1	1962	168
November 2019	1723	158	145	11	8	0	1876	169
December 2019	1842	154	167	12	17	0	2026	166
January 2020	1938	156	182	11	17	0	2137	167
February 2020	1628	151	132	11	11	0	1771	162

Garda Members – Number of days absent

	Garda		Sergeant		Inspector and above		Total	
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
May 2019	10523.5	4293.5	810.5	364	85.5	0	11419.5	4657.5
June 2019	10,563.5	4003	725.5	300	117	0	11406	4,303
July 2019	11657.5	4238.5	1230	293	119	0	13006.5	4531.5
August 2019	12292	4493	1289	279	150	0	13731	4772
September 2019	13078.5	4313.5	1079	278	153	0	14310.5	4591.5
October 2019	13541.5	4301.5	823.5	321	117	1	14482	4623.5
November 2019	12548.5	4198.5	989	310	138	0	13675.5	4508.5
December 2019	14120.5	4224.5	1254	339	274.5	0	15649	4563.5
January 2020	14190.5	4245	1452	292	207	0	15489.5	4537
February 2020	12584.5	3985	1150	292	138.5	0	13873	4277

Garda Staff - Numbers who availed of sick leave

Date	No.
May 2019	338
June 2019	285
July 2019	308
August 2019	269
September 2019	333
October 2019	418
November 2019	396
December 2019	407
January 2020	515
February 2020	435

Garda Staff - Instances of Absence

	Administrative Grades	Technical and Professional	Total
May 2019	363	10	373
June 2019	310	4	314
July 2019	323	9	332
August 2019	287	3	290
September 2019	348	4	352
October 2019	449	11	460
November 2019	435	7	442

December 2019	434	6	440
January 2020	577	3	580
February 2020	478	8	486

Garda Staff - Number of days absent

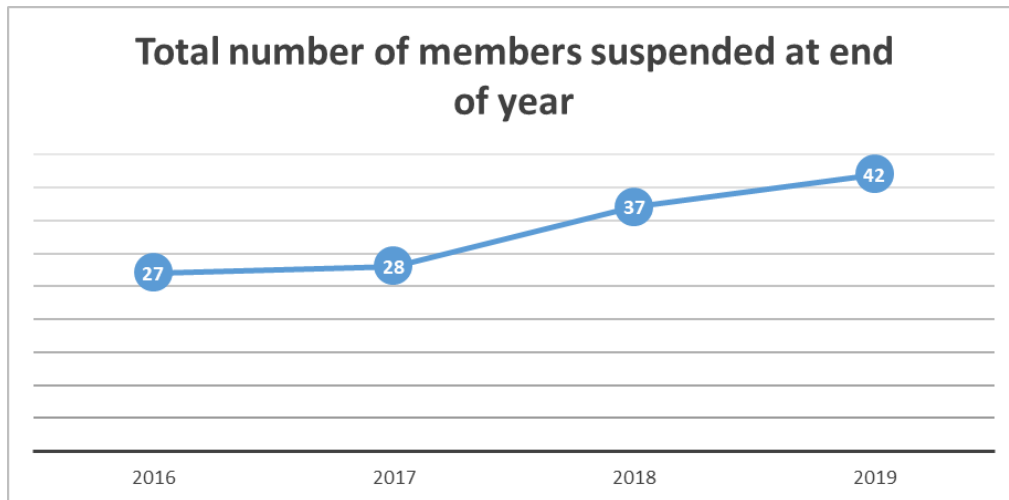
	Administrative Grades	Technical and Professional	Total
May 2019	2920	111.5	3031.5
June 2019	2713.5	91	2804.5
July 2019	3101	91	3192
August 2019	2989	62	3051
September 2019	3096.5	64	3160.5
October 2019	3153	100	3253
November 2019	3148	78	3226
December 2019	3559.5	70	3629.5
January 2020	3792	62	3854
February 2020	3500.5	73	3573.5

- The total number of sick days recorded on SAMS (Sickness Absence Management System) is the number of calendar days that Garda members and Garda Staff are absent. This includes absences due to injury on duty / occupational injury and may also include weekends and rest days.
- Sick leave is recorded and classified as ordinary illness. However, if a member is maliciously injured in the course of duty, without wilful default or negligence on their part and a certificate in accordance with Garda Code 11.37 is issued, the absence may be reclassified as injury on duty.
- Where a member is attributing a subsequent absence to a previous injury sustained on duty, the advices of the Chief Medical Officer are sought to confirm the classification of the absence. The absence remains treated as “Ordinary Illness” until the Chief Medical Officer confirms otherwise.
- Statistics provided are by rank/grade only, as SAMS reporting does not breakdown by gender.

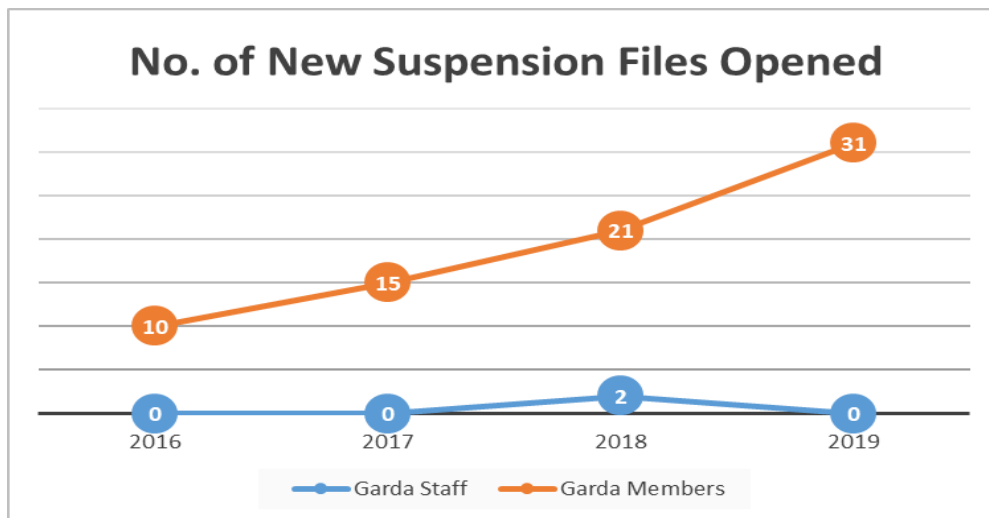
Suspensions: Persons suspended from An Garda Síochána as at 29 February 2020

Total	Male	%	Female	%
48	43	90%	5	10%

Total Numbers of Garda Members Suspended at year end



Number of New Suspension Files Opened



*One of the Garda Staff cases remains open to date.

4. Information and Communications Technology (ICT)

Frontline Mobility: National deployment of the Active Mobility Service continued in February 2020. At the end of the 1st deployment phase on 27 February 2020, in excess of 1,400 devices (Mobile Data Stations) have been deployed to frontline Garda members in a total of 18 deployment sessions. In terms of Garda frontline policing, the current distribution of devices is as follows:

- Roads Policing Unit Members: 602
- Regular Unit Members: 663
- Members of other Frontline Units: 160

As part of each 2-hour deployment session, in addition to the provisioning of the device for the member, service familiarisation training was provided. The remaining 600 devices which were procured at the end of 2019 will be deployed to frontline members by the end of March. Additionally, a detailed analysis of the impact of Mobility on frontline policing will be carried out in April to assess:

- Adoption levels and identify areas where service improvements can be made;
- Operational Policing Impact e.g. detection levels, compliance levels etc.

An Garda Síochána is also utilising social media to highlight detections associated with the use of the new Mobile Data Stations, one of which is An Garda Síochána's Twitter account. Below is a small selection of Tweets published in January and February of this year.



Schengen Information System II (SISII): End-to-end performance testing is ongoing and scheduled to be completed mid-March. The deployment of SISII components into production environment (“go-live”) is on track and scheduled for Q2 2020. The exact date is to be confirmed by the Department of Justice and Equality, in agreement with the EU Commission.

Operating Model: A full analysis of the impact of the Operating Model on ICT systems is ongoing, updates to PULSE have been detailed and are awaiting business sign-off. An interim process is to be confirmed.

Investigation Management System (IMS): IMS is due to be rolled out in Wicklow and Clare by the end of Q1 2020. As of 28 February 2020, 26,811 investigations have been created and are being managed on IMS.

Roster and Duty Management System (RDMS): A pilot of RDMS and Kelio flexi clock system in the Garda National Vetting Bureau (GNVB) has concluded and an evaluation report is being compiled. In the interim, Garda Staff will only use the Kelio flexi clock system for time recording and attendance. Detailed planning activity is underway for Q1 and Q2 2020 national rollout. Dublin South Central is the next location identified. A new short-term Project Manager is progressing 2020 planning.

Enterprise Content Management (ECM) System: In February 2020, ECM went live in Waterford and DMR South and rollout will continue across the Organisation throughout 2020. A workshop was conducted recently in Ballymun Garda Station to gain feedback from the end users. There will be no ECM deployment from 19 February 2020 to 17 March 2020 due to an ICT AMP upgrade.

Non-Networked Stations: There are currently 551 stations networked. 541 of these stations have access to PULSE using computer equipment and 10 of these sites will have access to PULSE via a mobile solution by the end of March 2020. There are 14 remaining stations not networked as these locations are awaiting suitable accommodation.

CAD2: The next step of the procurement process is near completion with RFT clarifications extended to 24 April in light of current priorities and supplier request. This extension will be reviewed again closer to that date.

PRÜM: Prüm connectivity, in respect of dactyloscopic data, is currently live with one Member State, Austria. Since engaging with Romania in January 2020, testing has been ongoing. Once all testing is complete, the workflow will be made available to both RO (Romania) and IE (Ireland) AFIS users. The Netherlands continues to be on hold while they work on a resolution. The Garda IT Section remains ready to recommence testing when required. During testing with Portugal, a format issue was discovered within the Portugal file. Garda IT has identified a possible solution, however the implementation of this is postponed due to the ongoing work and commitment to the SIS II Project.

5. Corporate Communications

During the month of February 2020, the Garda Press Office facilitated the following:

Launches and Initiatives

- The Office of Corporate Communications promoted the signing of a memorandum of understanding between An Garda Síochána and Irish Internet Service Providers to partner in blocking access to internet sites containing child abuse material in the Garda Blocking Initiative. This initiative received extensive positive media coverage both in print and online.
- An Garda Síochána's Road Safety Month of Action (#RSMA) launched in February 2020. This incorporated the launch of new, 'state of the art' speed detection and mobility devices and saw the expansion of Safety Camera Zones nationwide. The Office of Corporate Communications extensively publicised An Garda Síochána's Road Safety Month of Action across all of our communication channels including social media, with one video reaching in excess of 282k Twitter users.
- The Garda Press Office managed a requested Media Blackout surrounding an incident at a house in Donegal in late February. This request spanned four days and required continuous communication with the media and the relevant investigation team.

Media Briefings and Interviews:

- The first conviction and sentencing for Coercive Control in Ireland was publicised. Interviews were facilitated by Officers of the Garda National Protective Services Bureau.
- Following numerous appeals by An Garda Síochána and new information provided following appeals, the Garda Press Office publicised the successful identification of an unidentified deceased man who was found in Rusheen Bay Woods, Barna, Co. Galway on 27 September 2014.
- Crimecall covered various issues including 'Movie Money', Crime Prevention, Missing Persons, Discharge of Firearms and Unidentified Remains.
- Superintendent GNTPB participated in a number of TV interviews for RTE and Virgin Media regarding the expansion of GoSafe Speed Zones.
- Interviews with a local Superintendent in Cork were facilitated with RTE, Virgin Media, Red FM, 96 FM, Irish Examiner, Irish Independent and Evening Echo regarding a seizure by the Criminal Assets Bureau in Cork.

Engagements:

- Garda College Graduations: The graduation ceremony on 21 February 2020 resulted in an increase of Garda members to 14,467, the largest number of sworn Garda members in 10 years. The event and associated message received good national, regional and social media coverage. Broadcast on Facebook Live had a reach of over 55k. There was a further attestation on 20 March 2020 of 319 new Gardaí, taking the Organisation to a total of 14,758, the largest number of sworn Gardaí in the history of the State.
- The Commissioner and Garda Síochána representatives attended meetings of Kilkenny and Dún Laoghaire Rathdown Joint Policing Committees. The Commissioner announced the re-opening of Stepside Garda Station on 9 March 2020 at the Dún Laoghaire Rathdown JPC.
- An Garda Síochána representatives attended the National Emergency Coordination Centre for a Major Emergency Management Meeting for Storm Jorge and media engagements. The Garda Press Office communicated regular national safety updates to the media and public across all of our communication channels. All advice was reiterated extensively by the media.

6. Progress update on embedding the Code of Ethics

Ethics Workshops and Sign-Up to the Code of Ethics

On 3 March 2020, the status of participation at Ethics Workshops and the associated sign up to the Code of Ethics Declaration is as follows;

	Total Number	Attended Workshops	% Attended Workshops	Numbers Signed	% attended workshops that signed	% of total number that signed
No. of Garda Members	14,453	13,870	96%	12,676	91%	87%
No. of Garda Staff	3,247	2,194	66%	2,038	93%	63%
Reserves	445	185	42%	134	72%	30%
Total including Reserves	18,145	16,249	90%	14,848	91%	82%
Total excluding Reserves	17,509	16,064	92%	14,714	92%	84%

Note: Totals are adjusted each month to take account of both personnel trained and those who have left the organisation. Therefore there are fluctuations.

Garda Decision Making Model

- The development of an e-learning training initiative in respect of the Decision Making Model with a third party supplier is continuing. Work is ongoing with respect of the first iteration of the training material and content validators identified.
- Garda Decision Making Model mouse mats are being disseminated throughout the organisation.

7. Implementation of Cultural Change

The Garda Ethics and Culture Bureau (GECB) is currently in the planning phase for 2020 for Culture Reform. This will be linked to a variety of projects and will impact Culture throughout the Organisation. The GECB is liaising with the STO in relation to the current status of these projects.

The GECB is also working with Head of Internal Communications on how progress will be advised to the Organisation, showing the link between issues identified in the Culture Audit and how they are being addressed. For example, merit based promotion was identified as an issue and to deal with this, the revised promotion process will be held the Public Appointments Service later this year.

In accordance with A Policing Service for the Future (APSFF), the 12 Staff Culture Engagement initiatives are being monitored and will be reviewed in Q2 2020.

8. Risk Management

There are 17 Corporate Risks on An Garda Síochána's Corporate Risk Register. Corporate Risk Owners have been assigned and each is being actively managed. The Garda Risk Management Unit (GRMU) continues to provide Organisation-wide communications, training, workshops, advice and guidance to all risk management stakeholders. Superintendent GRMU undertakes regular meetings with Divisional and District Risk Managers to review and quality assure Risk Registers and the GRMU provides Risk Register Development Workshops to stakeholders on an ongoing basis.

The Corporate Risk Register is currently being reviewed, updated, and quality assured. This process is nearing completion and the outcome from this review will be presented at the next Risk & Policy Governance Board. Forty meetings have taken place to date with Corporate Risk Owners / Support Staff as part of this review process. GRMU met with the Chief Information Officer and Executive Director Legal in February 2020 to discuss the Corporate Risks assigned to them.

The following workshops / briefings were held in February 2020:

- A number of 'Planning & Risk Management' workshops were delivered at Sergeants Development Programmes,
- A Risk Management briefing was delivered to an Inspectors Development Programme,
- A Support Staff Briefing was delivered in Thurles, Co. Tipperary.

Compliance rates from Divisions and Regions have remained consistently high throughout 2018 and 2019. The average compliance rate for 2019 is currently 94%.

9. Use of Force

An Garda Síochána has conducted a comparison of use of force data for January and February 2020 in respect of the use of Batons, Incapacitant Spray, Tasers and Firearms. On a monthly basis, the numbers are relatively small, with the total number of use of force incidents recorded for January being 136 and the total number for February being 84.

From the review of data nationally, it is clear to see that some Divisions which had a relatively low use of force in January, had higher levels in February 2020. An example of this was where in one particular incident, use of force was necessary on a number of persons. Given the relatively low numbers on a monthly basis, one incident may bring a Division into the upper levels of force use, when usually there is a relatively low level traditionally used in that Division. The analysis of data over longer periods would give a better insight into the various types of force used on a regular basis in each Division. In general, the absolute number of incidents per division is relatively low so percentage rates of change should be used with caution.

The comparative analysis also noted the following:

- The total number of incidents dropped quite significantly from January to February 2020, by 50.
- There was a drop in use of force in the DMR Region, by 21 in total.
- Incapacitant Spray was down by 45 discharges in February 2020 when compared with January 2020. Baton and Taser usage increased slightly.
- February 2020 had an increase of 4% for incidents in both apartments and houses, with public outdoor areas dropping by a total of 5%.

- Use of Force incidents dropped 12% during the hours of midnight and 3am over the February 2020 period. There was an increase of 10% during the hours of 12pm to 6pm with a slight variation for the other time slots.
- There was a 9% increase on Tuesdays and Sundays which balanced the drop off on Wednesdays and Thursdays, with slight variations in the other days.
- There was a decrease in use of force in relation to Public Order Offences with them dropping by 7%. Domestic related offences had an increase of 4%, while Theft and Firearm usage had drops of 3% and 2% respectively.
- Regarding the Divisions; DMR South Central stayed the highest Division of force usage with DMR North Central and Waterford increasing significantly.
- Galway reported the biggest drop of the all the Divisions.

Further discussions will take place regarding the complete reports which have been forwarded separately to the Policing Authority.

10. Crime Trends

National Overview

Long term trends in property crime and burglary have plateaued having been decreasing over the previous four years. Crimes against the person have been trending upwards consistently since 2015. Sexual offences, for which a continuous upward trend has been observed in recent years has stabilised in January and February 2020. While public order incidents have been increasing since 2018, criminal damage which had been decreasing has now begun to stabilise.

In all Crime Trend charts to follow, the three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average. **It is important to note that crime incident figures and the associated trends are based on provisional data. The CSO publications represent the official crime statistics. These are carried in the CSO's quarterly publications of crime trends and in their annual reports.**

Chart 1: Total Property Crime - 5 Year Trend

Nationally, **total Property Crime** had been trending downwards since the end of 2015, but this trend began to flatten out in 2019. Levels are up +1.6% in the 12 months to February 2020 as compared with the 12 months prior to this.

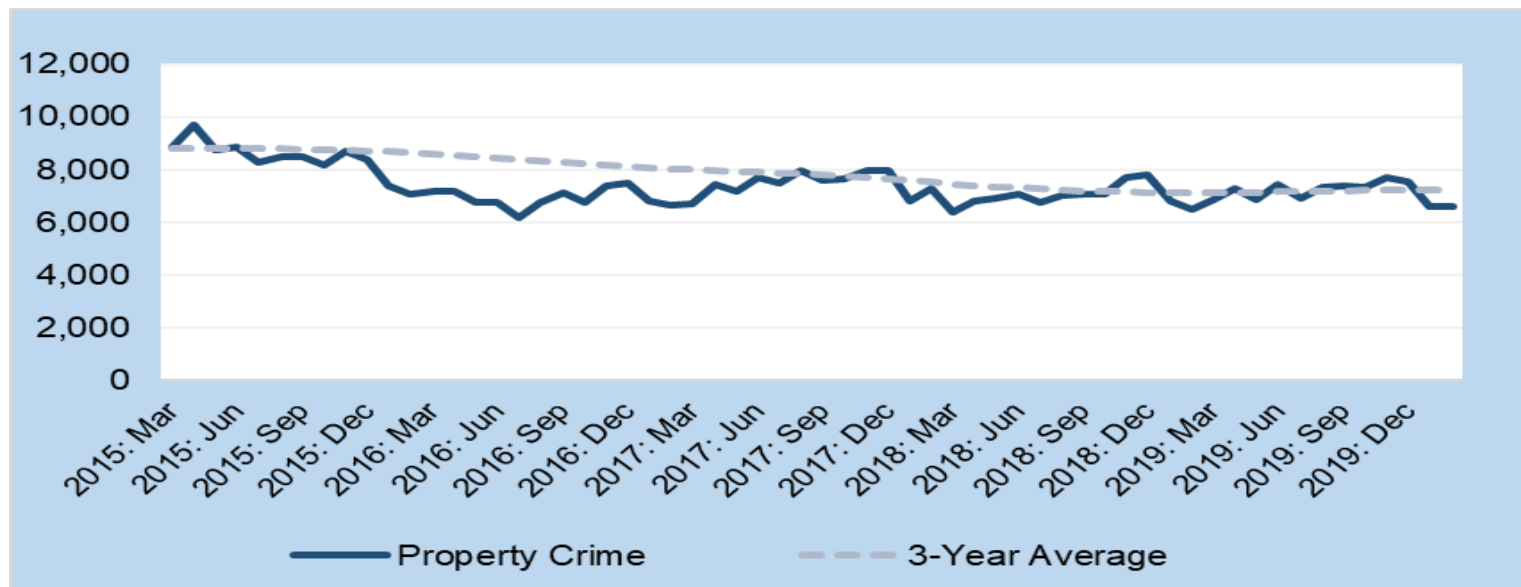


Chart 1: Burglary - 5 Year Trend

Burglary has been trending downwards, particularly since the commencement of Operation Thor on 2 November 2015. Residential burglary tends to increase in the darker winter months, but is lower in the days around Christmas and the New Year. Residential burglary was up +4.9% and burglary occurring elsewhere down -6.7% in the 12 months to February 2020.

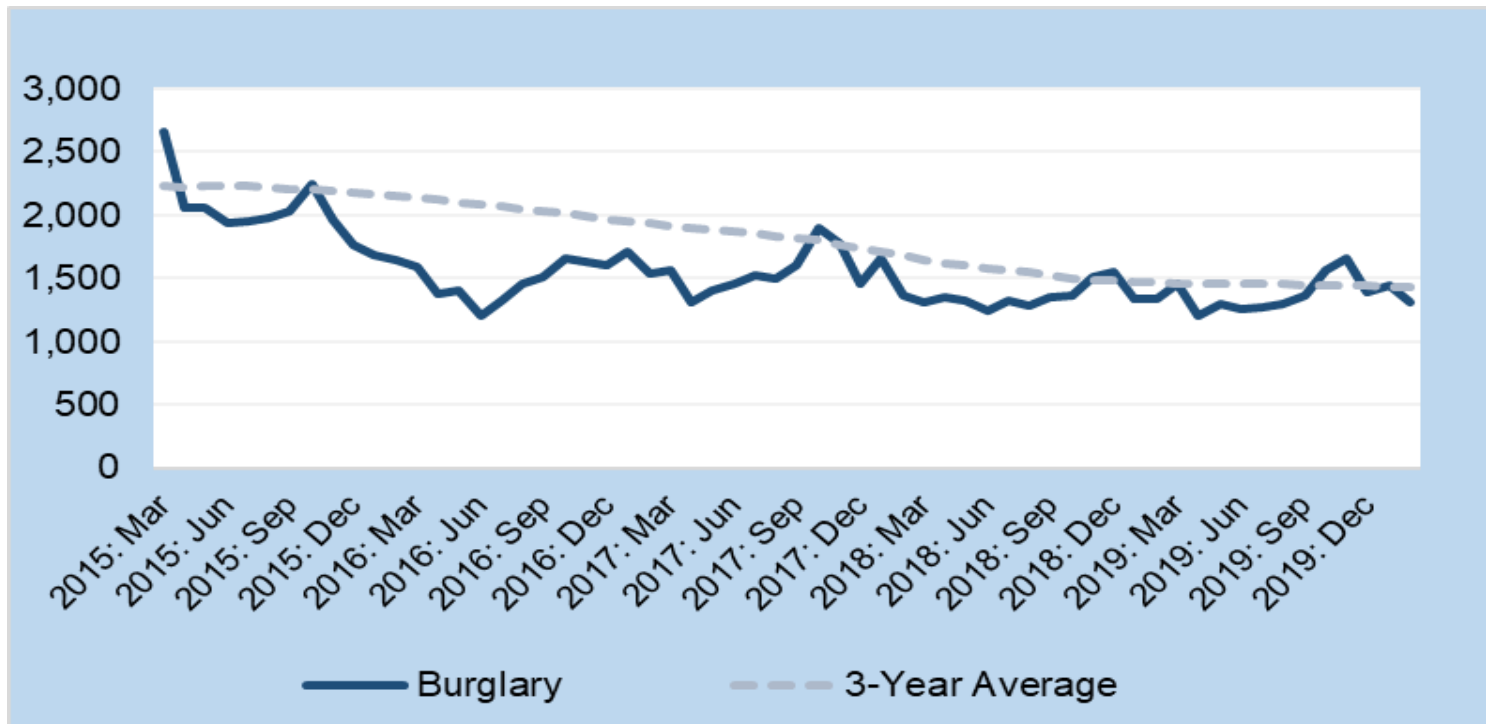


Chart 2: Crimes against the Person - 5 Year Trend

Crimes against the person continue to trend upwards, with an increase of +2.8% in the 12 month comparison, primarily driven by an increase in assaults.

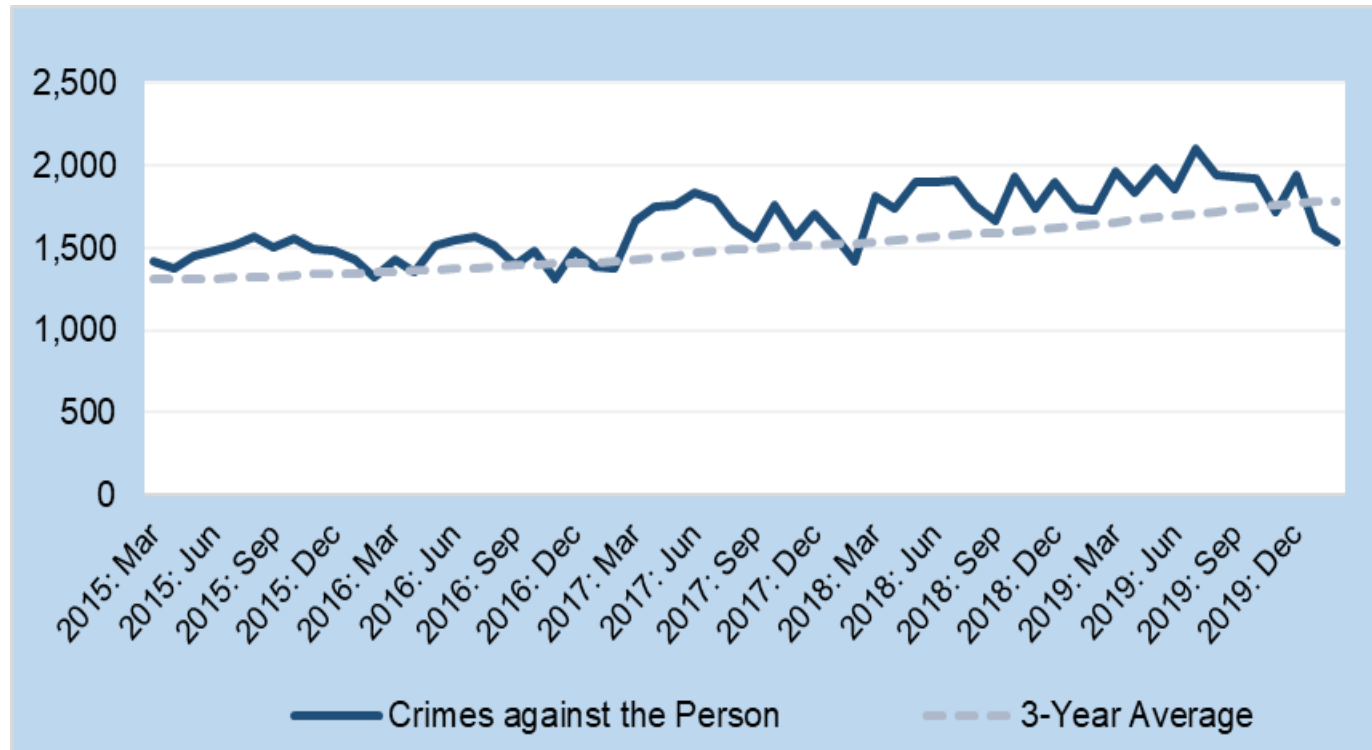


Chart 3: Sexual Offences - 5 Year Trend

The Garda Information Services Centre (GISC) has implemented a batch data quality check on **Sexual Offences** to ensure the correct application of crime counting rules, and as such this data can be reported on with a one month time lag. Sexual offences have been increasing since early 2015 however the rate of increase has been slowing over the last 6 months and sexual offences are down -2.2% in the 12 months to February 2020. The general increase in sexual offences in recent years is not unique to Ireland and may be partially attributable to a change in reporting behaviour whereby victims are increasingly likely to report sexual crime. However, given that crimes against the person is on an upwards trend, it cannot be precluded that there has been an increase in the number of sexual crimes occurring (in recent years).

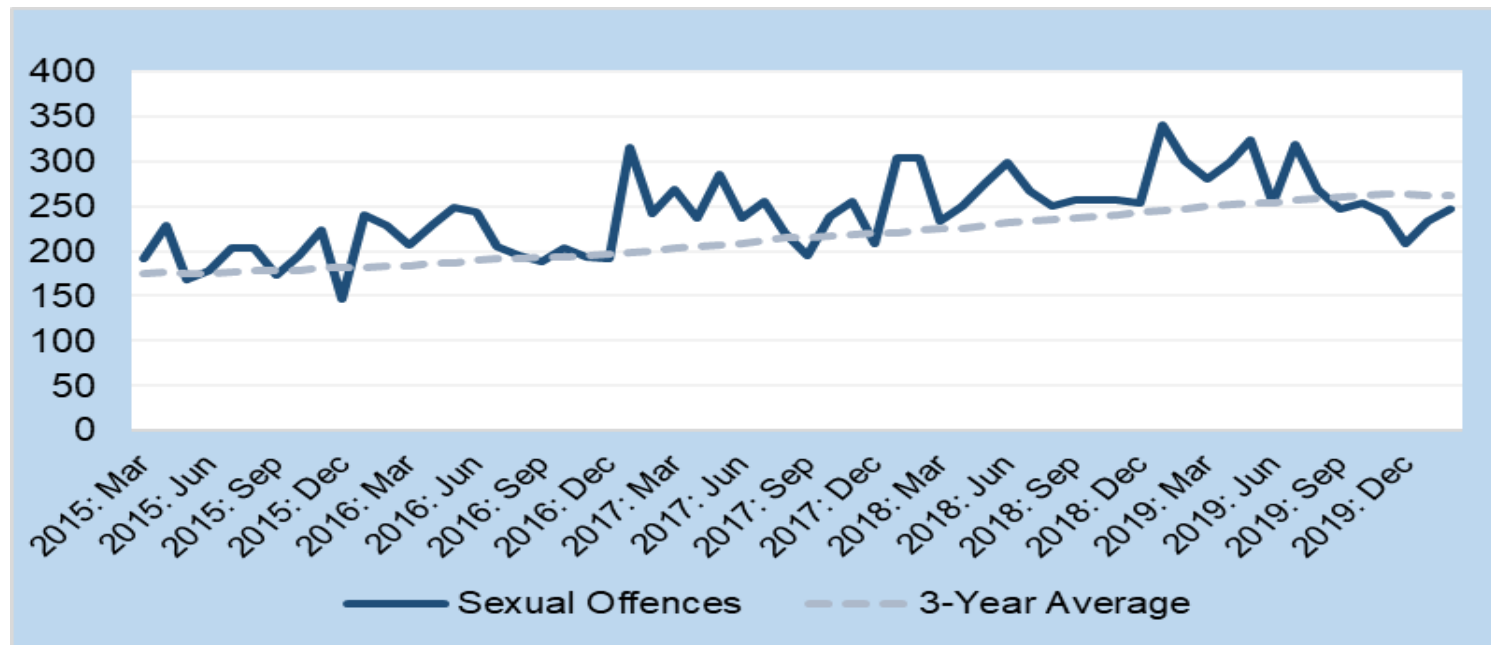


Chart 4: Total Criminal Damage - 5 Year Trend

Nationally, **total criminal damage** incidents have trended downwards since 2015 however this appears to have stabilised in 2019. There was a -0.8% decrease in the 12 months to February 2020 as compared with the 12 months prior to this.

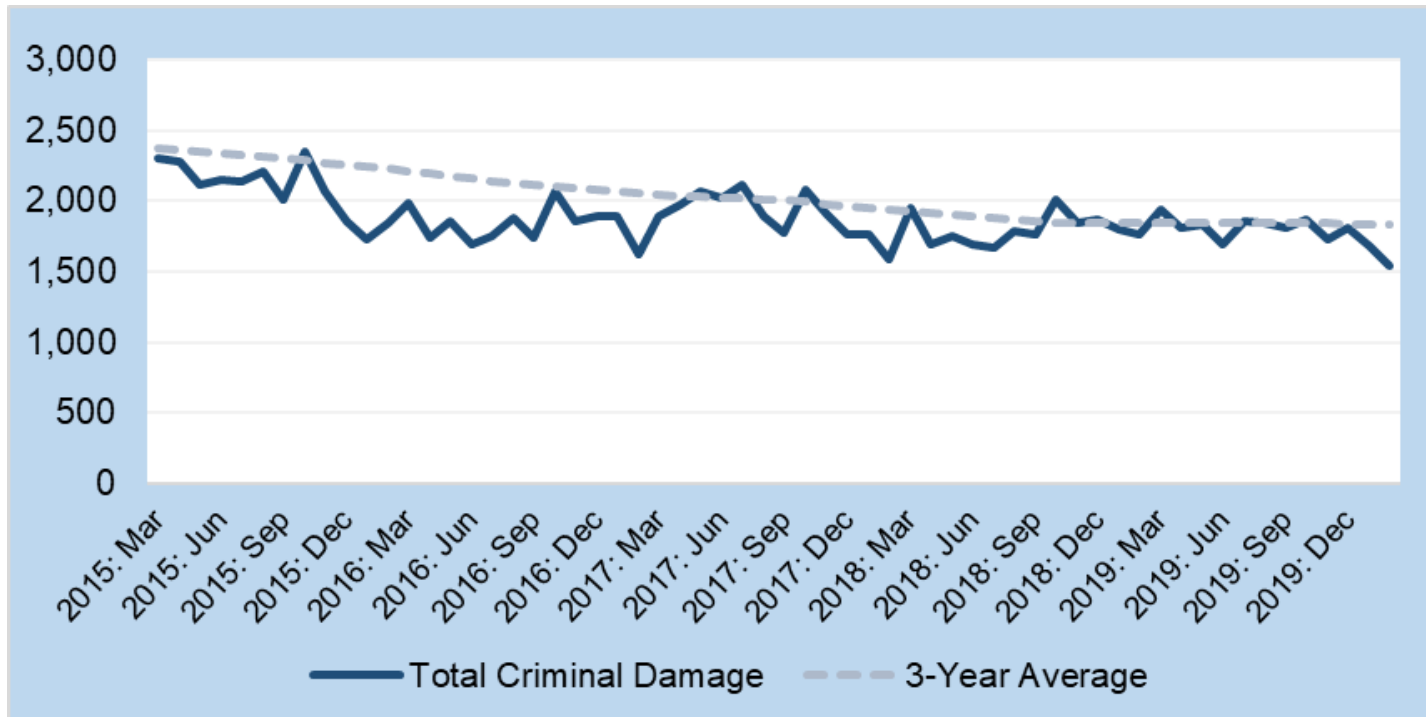
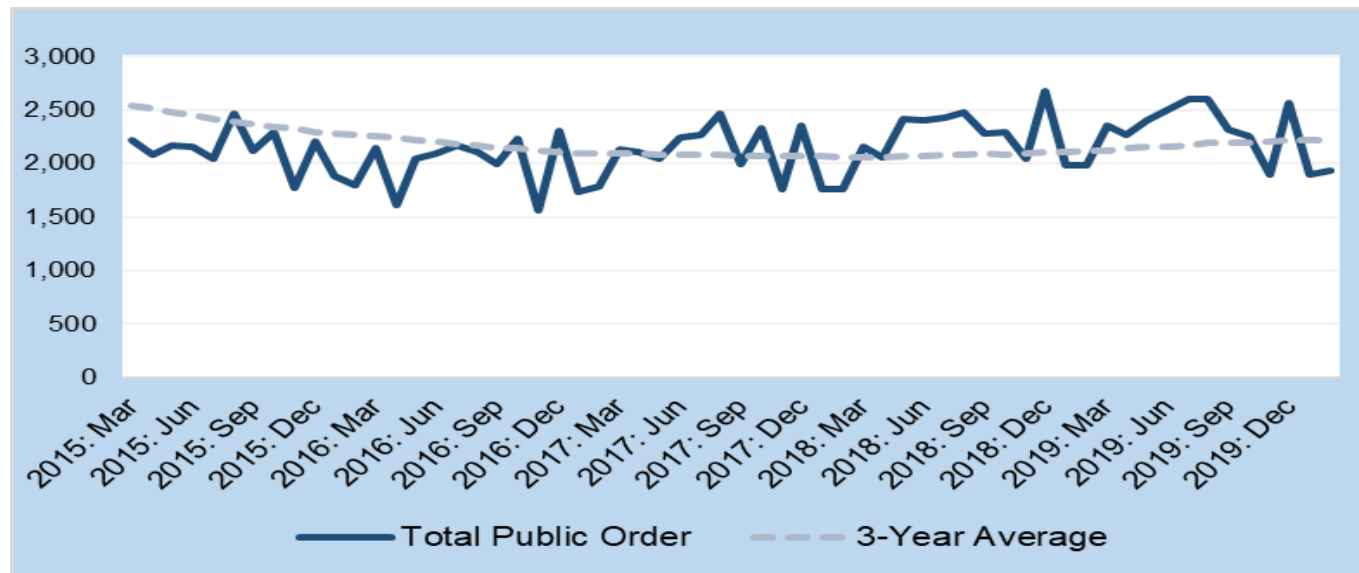


Chart 5: Total Public Order - 5 Year Trend

Total public order incidents have been showing an increasing trend since mid-2018. There has been a +1.4% increase in the number of recorded offences in the 12 months to February 2020. Increases in public order offences have been driven by a +3.5% increase in drunkenness offences over the same period.



Data Quality Assurance

The Data Governance Board approved the detailed Data Quality Assurance Strategic Plan in late February 2020. It contains actions to address individual recommendations of the CSO's (Garda) Data Quality Improvement Proposal (July 2018). A summary of the key actions and wider data quality initiatives were provided to the Policing Authority on 5 March 2020. The most pressing action is to fully implement the "closed loop" data collection quality assurance process where 95%+ of crime incidents are recorded by GISC call takers, subject to review and then included in the daily PAF Report to Districts. This is progressing but hampered by GISC capacity to create more than 80% of total incidents and GSAS capacity to integrate the PAF Reports. The CSO will review the data collection process during Q2 (subject to COVID-19 impact). It is essential that all data used to underpin official Garda statistics goes through this full closed loop process. The second priority action is the implementation of eircodes in PULSE.

The report on the review of the functions of GISC is complete and awaiting final approval to send to stakeholders including the Department of Public Expenditure and Reform. The key finding of the report is that mobile devices will not reduce GISC workload in the medium term (they are dissemination devices) so additional call takers are required. An additional data quality workshop between GSAS, ICT, GISC and the Southern Region was held in February 2020 to confirm the move to crime outcomes, not just detections, reporting.

11. Policing Successes

Throughout February 2020, there were numerous incidents of noteworthy police work performed by members of An Garda Síochána in the course of their routine operational policing duties. They were supported by specialist personnel from units under the remit of Assistant Commissioners Special Crime Operations, Security & Intelligence, Roads Policing & Major Event Management and the Community Relations Bureau. These included the incidents set out to follow:

On 4 February 2020, as part of an intelligence-led investigation, members from the Garda National Drugs and Organised Crime Bureau (GNDOCB) intercepted two vehicles in the Eastern Region, resulting in the recovery of €469,560 in cash and the arrest of two suspects who were detained at Wexford Garda Station, pursuant to the provisions of section 4 of the Criminal Justice Act, 1984, as amended. The prisoners were subsequently charged with suspected money laundering, contrary to section 7 of the Criminal Justice (Money Laundering & Terrorist Financing) Act, 2020 and appeared before Gorey District Court where they were remanded on bail.

Also on 4 February 2020, following an investigation by the Garda National Economic Crime Bureau (GNECB) into Transaction Reversal Fraud, during which €13,670 was stolen from a Financial Institution, one male was arrested and subsequently charged with 12 sample theft-related charges. An Investigation File will be prepared for the Law Officers, seeking additional charges.

On 10 and 11 February 2020, a number of incidents were reported in Borrisokane District, Tipperary, including Burglary, Criminal Damage, Theft from MPVs and Public Order offences, as a result of which a description of a suspect was circulated. On 11 February 2020, while on patrol in Cloughjordan, a Garda member observed a male fitting the description in a vehicle and immediately blocked the roadway in front of the vehicle. The suspect became aggressive and attempted to flee the scene but was pursued by the member who arrested him. Following an extensive search, two additional suspects were located in a nearby wooded area and were also arrested. The three prisoners were detained, pursuant to the provisions of section 4 of the Criminal Justice Act, 1984, as amended, at Roscrea and Nenagh Garda Stations and were subsequently charged with Attempting to commit an Indictable Offence, contrary to Common Law and with offences contrary to section 2 (1) of the Criminal Damage Act, 1991. The three males appeared before Thurles District Court on 12 February 2020 and were remanded in custody.

On 13 February 2020, while on patrol in Dublin 2, a male known to Gardaí, and suspected of involvement in credit card skimming in Ireland and other jurisdictions, was observed by members of An Garda Síochána from Pearse Street Garda Station, in the company of a second male. A search of the individuals and a vehicle resulted in the recovery of 25 fraudulent bank cards. Both males were arrested and were detained at Pearse Street Garda Station pursuant to the provisions of section 4 of the Criminal Justice Act 1984, as amended. Assistance was provided by the GNECB and further searches were carried out in Dublin, resulting in the recovery of an additional 41 fraudulent bank cards, a card-recording device, cash, a quantity of luxury items purchased using the fraudulent bank-cards and a quantity of illegal drugs. Both suspects were charged with offences contrary to the provisions of sections 4 and 29(2) & (6) of the Criminal Justice (Theft and Fraud Offences) Act 2001 and appeared before the Criminal Courts of Justice where, following strenuous Garda objections to bail, they were remanded in custody.

On 19 February 2020, Gardaí were informed that a 16 year old male, suffering from mental health issues, had barricaded himself in the family home in Letterkenny where he also had access to three legally held firearms and associated ammunition. A cordon was immediately established and a barricade incident was declared by the Strategic Commander. A media blackout was imposed. During

the course of this protracted incident, uniform, plain clothes and specialist Garda Crisis Negotiators from Donegal Division were supported by Regional Armed Support Units from the North Western Region, specialist units from An Garda Síochána Special Tactics and Operations Command (STOC), Emergency Response Unit (ERU), National Negotiator Unit (NNU), resources from Garda Headquarters, Consultant Psychiatrists at the Central Mental Hospital [CMH], Dundrum and staff from TUSLA Child and Adolescent Mental Health Services (CAMHS). All units worked closely under Strategic and Operational Commanders to contain the incident, preserve life and bring the incident to a peaceful conclusion. At 12.35am on 22 February 2020, following a lengthy, sensitive and tactical intervention, the youth was arrested under section 30 of the Offences Against the State Act 1939/98 at his home and was brought to Bunrana Garda Station. The youth was deemed unsuitable for inclusion in the Juvenile Diversion Programme by the Director, National Juvenile Office. The DPP subsequently directed the youth be charged with offences including Unlawful Possession of a Firearm and Threats to Kill and the District Court remanded him in custody, to an appropriate juvenile facility.

On 20 February 2020, as part of the ongoing investigation into the murder of a juvenile in January 2020, a male was arrested by members from Drogheda Garda Station and was detained under the provisions of section 50 of the Criminal Justice Act, 2007, as amended, at Drogheda Garda Station. Following consultation with the DPP, directions were received to charge the male with an offence contrary to sections 7(2) and (4) of the Criminal Law Act 1997. He appeared before Drogheda District Court on 28 February 2020, where he was remanded in custody.

In the early hours of 22 February 2020, Gardaí attached to Glenties Garda Station received reports of gunshots discharged on Main Street, Glenties, Co. Donegal. Uniformed and armed members immediately attended the scene and a male was observed carrying a suspected firearm. He refused to drop the weapon when instructed to do so and continued to walk towards the members. Gardaí then 'rushed' the suspect, resulting in disarming him and he was arrested under section 30 of the Offences Against the State Act 1939/98 and detained at Ballyshannon Garda Station. The suspect was charged with two offences contrary to the Firearms Acts, 1927 and on 24 February 2020, he appeared at Donegal Town District Court, where he was granted bail, with strict conditions attached.

On 28 February 2020, as part of an intelligence-led investigation, members from GNDOCB intercepted a vehicle in Dublin, resulting in the seizure of Heroin and Cocaine, with an estimated street value in excess of €200k. The three occupants of the vehicle were arrested. During follow-up searches, a further quantity of drugs, with an estimated street value in excess of €200k, was recovered and a fourth person was arrested. All four persons were detained at Clondalkin and Bridewell Garda Stations pursuant to section 2 of the Criminal Justice (Drug Trafficking) Act, 1996. Three prisoners were subsequently charged with offences contrary to sections 3 & 15 of the Misuse of Drugs Act 1977/84 [Simple Possession and Possession with Intent to Supply] and appeared before the Criminal Courts of Justice where they were granted bail. An investigation File is being prepared for the Director, National Juvenile Office, in respect of the fourth prisoner (a juvenile).

On 29 February 2020, personnel from Ashbourne Garda Station responded to a call relating to a male firing pellets from a firearm in Ashbourne, which reportedly had injured two persons. Following a thorough search of the area, a male matching the description of the person, was located and, while being searched, a handgun, a quantity of 'BB' pellets and a quantity of suspected controlled drugs were found. The male was arrested and was detained at Ashbourne Garda Station. During follow-up searches additional 'BB' guns and their components, together with a quantity of drugs, were seized. The prisoner was subsequently released without charge, and an Investigation File will be submitted to the Law Officers.

Between 18 February and 3 March 2020, a series of incidents were reported in Limerick, Cork, Clare and Tipperary Garda Divisions relating to a male caller to the homes of older persons in the community, purporting to be from a telecommunications company. During these calls he obtained their bank cards / details and withdrew significant sums of monies from their bank accounts. In the course of the investigation, personnel at Mayorstone Crime Office identified a Person of Interest and on 5 March 2020, the suspect was arrested and detained, pursuant to the provisions of section 4 of the Criminal Justice Act, 1984, as amended, at Henry Street Garda Station. Follow-up searches resulted in €1,300 in cash, identification cards, luxury items and jewellery, stolen bank-cards and other documentation being seized. On 6 March 2020, the prisoner was charged with a large number of offences contrary to sections 4 & 17 [Theft and Handling Stolen Property], Criminal Justice (Theft and Fraud) Act, 2001 and was brought before Newcastlewest District Court where, following robust objections, the prisoner was remanded in custody.

During the month of February 2020, the Criminal Assets Bureau conducted searches in Dublin, Cork, Tipperary and Louth, assisted by local Gardaí and ASU personnel, targeting the assets of Organised Crime Groups suspected of being involved in the sale and supply of controlled drugs. During these searches, €27,500 in cash, Cocaine and Cannabis Herb, 7 motor vehicles and designer jewellery (a watch valued at €22,500) were seized. An Order was also granted, pursuant to section 17 of the Criminal Justice (Money Laundering & Terrorist Financing) Act, 2010, over €55,000 held in financial accounts. Also during February 2020, the Criminal Assets Bureau secured Orders, pursuant to sections 2 & 3 of the Proceeds of Crime Act 1996, as amended, over four vehicles, €32,000 in cash, over €83,000 held in financial accounts, €53.6 million Bitcoin, a residential property, designer jewellery and three mobile homes.

12. Community Engagement and Organisational Initiatives

Regional Multi Agency Forums

On 10 February 2020, An Garda Síochána initiated Regional Multi-Agency Forums in association with the regional Waste Enforcement Regulatory Lead Authorities (WERLA), the Department of Communications, Climate Action and Environment, the Environmental Protection Agency and the Department of the National TransFrontier Shipment Office.

The objective of the regional forums are to facilitate a coordinated approach to target all levels of criminality in these areas. The forums will establish formal contacts between the agencies and in doing so, facilitate networks within each of the four Garda Regions. There will be meetings on a quarterly basis, where matters of concern can be highlighted and addressed through a multi-agency enforcement capacity. The root principal is to generate a mechanism where each organisation brings unique skills and expertise necessary to combat environmental and wildlife crimes.

Speaking at the launch, Chief Superintendent Walter O'Sullivan said, "Environmental and Wildlife Crime is a key portfolio undertaken by the Garda National Bureau of Criminal Investigation within An Garda Síochána. The modus operandi of such crimes are ever evolving with its perpetrators always looking for opportunities and ways to avoid detection by law enforcement. The Garda National Bureau of Criminal Investigation has therefore initiated a network, enabling a multi-faceted enforcement approach by bringing together key stakeholders in all four Garda Regions to target such criminality. As such, I believe that this initiative will build strong working relationships essential in combatting those who profit from illegality at the cost of the wider society".



Safety Camera Expansion

On 17 February 2020, GoSafe expanded its camera locations to 903 zones. Since 2010, An Garda Síochána has contributed to making our roads safer through the use of safety cameras, using a service provider 'GoSafe' to operate them on its behalf. The primary purpose of safety cameras is to reduce speed related collisions, lessen injuries and save lives. Safety cameras operate in areas where there is a history of speed related collisions, known as speed enforcement zones, using a fleet of marked vehicles.



Road deaths have decreased from 415 in 2000 to 148 in 2019 (provisional). This shows a dramatic reduction in terms of risk and a huge increase in terms of road safety. All zones are available on the Garda website and for GPS Navigation providers such as Garmin, TomTom, Google Maps or Waze to download. For example in Q1 2019, 85% of fatalities occurred outside GoSafe zones. New locations were selected using data available examining fatal & serious injury collision locations.

The review also identified locations where the compliance levels had increased and where fatal and serious injuries had significantly reduced. These 575 collision prone zones have been removed from the list. It is acknowledged that this implies improved behavior by drivers at these locations. Collision data from the Garda PULSE system was extracted. The data analysis included type of collision (fatal, serious and minor) and the coordinates of where each of these took place. The data looked at the previous three years from January 2016 – December 2018 and consisted of approximately 18,000 data points. Each type of collision (fatal, serious, and minor) was assigned a weighted value.

As a result of this comprehensive analysis, potential zones were identified:

- 9.5% were on local roads
- 52.3% on regional roads
- 28.8% on national roads
- 3.6% on were motorways
- 5.8% on Unclassified Roads – Street Name, Road Name, Tertiary

The rollout of new speed detection devices to Roads Policing Units is ongoing and Gardaí will continue to enforce the speed limits nationwide in addition to the 'GoSafe' consortium who will operate at camera safety zones.

Safer Internet Day – Prevention of Child Abuse Material

On 10 February 2020, the eve of Safer Internet Day, the Garda National Protective Services Bureau (GNPSB) Online Child Exploitation Unit (OnCE) facilitated the signing of Memoranda of Understanding (MoUs) between An Garda Síochána and a number of Internet Service Providers (ISPs) (BT Ireland, Eir Ireland, Sky Ireland, Tesco Mobile, Three Ireland and Vodafone Ireland) that will block access to websites containing child sexual abuse material.

This 'Blocking' Initiative is a voluntary scheme, under which the ISPs and An Garda Síochána collaborate to 'block' access to illegal child sexual abuse material, in accordance with provisions of the 2011 EU Directive on combating sexual abuse and sexual exploitation of children and child pornography. The websites which are 'blocked' must be on the Interpol 'Worst of' list (IWOL) - of which there are currently 1,857 [sites] 'blocked' worldwide.



Ethnic Policing Forum

The Garda National Diversity and Integration Unit, along with Store Street Community Policing members addressed the Ethnic Policing Forum at Wynne’s Hotel, Abbey Street, Dublin 1 on 14 February 2020. The forum includes a number of religious and faith community leaders and seeks to identify and address emerging issues for ethnic communities in the area. The presentation outlined commitments under the Diversity and Integration Strategy 2019-2021, as well as steps being taken to enhance the identification, reporting, investigation and prosecuting capabilities in relation to Hate Crime.



Joint Garda / Traveller Intercultural Event

The Garda National Diversity & Integration Unit facilitated a joint Garda / Traveller intercultural event from 17 to 21 February 2020 at Pavee Point. Six Gardaí, from the six Garda Divisions in the DMR, with six Traveller Men representing various traveller groups took part. The participants, unanimously named the project “PaveeSíochána”. In conjunction with Pavee Point, an American art therapist conducted the weeklong project, which included the creation of a sculpture and encompassed plaster-casts of all the participants’ arms decorated to represent their life experiences. The resulting sculpture will be launched, formally, at a later date. The event included exercises aimed at removing bias and stereotyping, breaking-down communication barriers, building trust and identifying shared interests. Together with individual interviews, video and photographic footage was also captured and the experience will form part of the Diversity Training Module under the Community Policing Framework.



TAG Programme Graduation Ceremony

On Wednesday, 26th February 2020, Coláiste Eoin Secondary School, Finglas, hosted a TAG (Teenagers and Gardaí) Programme Graduation Ceremony, attended by personnel from the Garda Community Relations Bureau with Gardaí from Finglas and Blanchardstown and the Garda Band. Community Policing Finglas commenced this initiative in 2012, with the Divisional JLO coming on board in 2016. The TAG (Teenagers and Gardaí) Programme has been successfully implemented in a number of schools throughout the Finglas sub-district, with four schools participating in the Programme and three further schools coming on-board. The Programme is student-led and includes topics including:

- “Be In Ctrl”,
- “Connect with Respect”, “
- “Wrecked (RSA)”,
- “It Won’t Happen to Me”
- “Drugs Programme”

On the day, 18 participants were presented with Certificates.



FRA ODIHR and AGS Workshop

A FRA (Fundamental Rights Agency for Europe) / ODIHR (Office of Democratic Institutions and Human Rights) / An Garda Síochána Workshop, facilitated by the Garda National Diversity & Integration Unit took place at Moran's Red Cow Hotel on 26 and 27 February, 2020. The workshop was attended by representatives from agencies involved in the identification and prevention of Hate Crime, including Divisional Inspectors with responsibility for diversity, representatives from the Department of Justice & Equality, the Office of the DPP, the Probation Service and the Courts Service. Topics discussed included examining various lacunae which exist in current processes and procedures for reporting, recording, investigating and prosecuting Hate Crime. The Workshop ensured the broadest of consultation with internal, external and international stakeholders.



Criminal Assets Bureau launches a Post Graduate Diploma in Proceeds of Crime

On 26 February 2020, the University of Limerick, in partnership with the Criminal Assets Bureau launched a Post Graduate Diploma in Proceeds of Crime Investigation. The programme was launched by the President of the University of Limerick and academic staff. The Chief Bureau Officer, Patrick Clavin, along with members of the Criminal Assets Bureau were also in attendance.

The development of training in this area, which is multi-agency in orientation, is regarded as critical for the delivery of an effective and professional service, both nationally and internationally. The programme is designed to achieve excellent learning outcomes in the area of proceeds of crime investigation, asset identification, seizure, confiscation and recovery. The objective is to provide a recognised standard of training for officers and staff in the Criminal Assets Bureau and other law enforcement, regulatory and administrative agencies both in Ireland and internationally.

The Criminal Assets Bureau: Postgraduate Diploma in Proceeds of Crime & Asset Investigation is an accelerated programme delivered in five modules of learning, utilising a range of pedagogical approaches appropriate to both the student and the level of the award. This Level 9 Postgraduate Diploma will be delivered over one academic year, amounting to 60 European Credit Transfer System (ECTS) credits, and delivered through residential modules at the University of Limerick, coupled with on the job, experiential learning at the Criminal Assets Bureau.



Coercive Control

On 11 February 2020, the first conviction and sentencing for the Offence of Coercive Control in this jurisdiction was handed down at Letterkenny Circuit Court. Speaking after the conviction, Detective Chief Superintendent Declan Daly, Garda National Protective Services Bureau said:

"Coercive control is an insidious and demeaning crime designed to degrade and debilitate an individual and their persona. It is a deeply dangerous and personal crime against the person usually committed over a prolonged period. This conviction and sentencing, the first of its kind in the state, further demonstrates An Garda Síochána's dedication to fully investigate all matters related to this vital legislation in order to protect some of Ireland's most vulnerable persons".

Coercive Control is an offence contrary to Section 39 of the Domestic Violence Act 2018. It occurs when a current or ex-partner knowingly and persistently engages in behavior that is controlling or intimidating and is having a serious effect on a person. The victim may fear that violence will be used against them, or they may be suffering serious alarm or distress that has a substantial impact on their day-to-day activities. The victim of Coercive Control may have their freedom of movement reduced. Every aspect of their life may be controlled by their current or ex-partner, including access to their personal finances and the freedom to see family and friends. Coercive Control is a pattern of behavior, incidents or details that in isolation are not a criminal offence, but when viewed together display a web of abuse that is insidiously and forcibly eroding at a person's quality of life.

An Garda Síochána can provide support and information to victims of Coercive Control. If a victim wishes to make a formal complaint, An Garda Síochána can investigate. To assist in investigating Coercive Control and preparing a strong case, An Garda Síochána will need to gather evidence such as a diary the victim has been keeping, text messages and emails that highlight the abuse, and accounts from family and friends.

Appendix A – Policing Plan 2019 – Performance at a glance, February 2020

Priority 1. Community Policing

1	Community Policing Framework	Green	7	Community Policing Reserves	Green
2	Community Policing Training Phase I	Green	8	Diversity & Integration Feedback	Green
3	Community Policing Training Phase II	Green	9	National Drug Strategy	Green
4	Community Policing Mapping	Green	10	Community Partnerships	Green
5	Community Police Allocation	Green	11	Divisional Public Attitude Surveys	Green
6	Diversity & Integration Implementation	Green			

Priority 2. Protecting People

12	National Coordination & Tasking Functions	Green	30	Domestic Abuse Risk Assessment Tool	Green
13	OCG Threat Assessment Matrix	Green	31	Call-backs to Domestic Abuse Victims	Green
14	Cyber-crime Hubs	Green	32	Victim Assessments	Red
15	Assaults in Public Reduction Strategy	Green	33	Missing Persons	Red
16	Crime Prevention Strategy	Green	34	Victim Support Training	Green
17	Drugs Awareness Campaign	Green	35	3 rd Party Hate Crime Reporting	Green
18	Metal, & Retail Theft Forums	Green	36	Minority Crime prevention Advice	Green
19	Joint Management of Offenders	Green	37	Online Hate Crime Reporting	Green
20	JARC Initiatives	Green	38	Hate Crime Training	Green
21	SAOR Policy	Green	39	Lifesaver Offences	Green
22	Youth Referral Recommendations	Green	40	Intoxicated Driving Testing	Yellow
23	Reporting on OCGs to Policing Authority	Green	41	Unaccompanied Driver Detections	Green
24	IMS	Green	42	Crowe Horwath Recommendations	Green
25	Schengen Information Connection	Red	43	Major Event Management Unit	Green
26	Schengen Training	Red	44	Operation Páistí	Green
27	Schengen Phase III		45	Roads Intel Gathering	Green
28	Homicide Review Recommendations	Green	46	Disqualified/Fail to Surrender Drivers	Green
29	Divisional Protective Services Units	Green			

Priority 3. A Secure Ireland

47	Domestic & International Operations	54	International Engagement
48	Monitoring Extremist Threats	55	Europol & Interpol Operations
49	Terrorist Activities & Network Disruption	56	Europol & Interpol Engagement
50	Security Service Training	57	Major Emergency Response
51	Targeting Terrorist Finance	58	CBRN Response Capabilities
52	Security & Intelligence Operating Model	59	MEM Training
53	Security & Intelligence Enhancements		

Priority 4. A Human Rights Foundation

60	Human Rights Strategy	63	Embedding Code of Ethics
61	Recording Use of Force	64	Human Rights Training
62	Reporting Use of Force	65	Human Rights Policy Reviews

Priority 5. Our People – Our Greatest Resource

66	Garda Staff Training	78	Workforce Plan
67	Garda Probationer Monitoring	79	Redeployment Strategy
68	Garda Probationer Training	80	Garda Redeployments
69	Garda Staff Induction Training	81	Enhanced Promotion Processes
70	Learning & Development Director	82	Diversifying Recruitment
71	Learning & Development Strategy	83	Irish Language Recommendations
72	Learning & Development Reporting	84	Divesting Non-Core Duties
73	Electronic Training Management System	85	Senior Leadership Training
74	New Uniform Procurement	86	Industrial Relations Structures
75	Property & Exhibit Management System eLearning	87	Addressing the Cultural Audit
76	a) Gardaí/ b) Staff Recruitment	88	Cultural Audit
77	Human Resources Operating Model	89	Staff Cultural Engagement

90	Innovation Programme	Green	95	Discipline Regulation Statutes	Green
91	PALF Usage Review	Green	96	Anti-Corruption Unit	Green
92	PALF Usage	Yellow	97	Health & Wellbeing Strategy	Green
93	Performance Management for Garda Staff	Grey	98	Post-traumatic Incident Support	Green
94	Frontline Policing Recognition	Green			

Priority 6. Transforming our Service

99	Revised Rostering	Green	107	Portal Upgrade Plan	Green
100	New Procurement Processes	Green	108	Data Quality Assurance Plan	Green
101	Implement Operating Model	Yellow	109	Core Technology Platforms Review	Green
102	Costed Policing Plans	Green	110	Criminal Justice Hub	Grey
103	Corporate Governance Framework Review	Green	111	Mobility Evaluation	Green
104	Performance & Accountability Framework	Green	112	Enterprise Content Management Deployment	Green
105	Risk Management Framework Review	Green	113	Computer Aided Dispatch Procurement	Green
106	Internal Communications Strategy	Green	114	Roster Duty Management System Roll-Out	Green

Appendix B

Schedule of Expected Vacancies													
Rank	Forecast of Total Number of Vacancies based on compulsory retirements and other known leavers including voluntary retirements, resignations, career breaks, consequential vacancies, etc.												
	2020												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2020
Assistant Commissioner			1	1		1							3
Chief Superintendent		1		4		2	1			1			9
Superintendent		1	2	12	1		1	1	1	2			21
Total	0	2	3	17	1	3	2	1	1	3	0	0	33

Appendix C

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks Data as at the end of February 2020

Rank	ECF	Position at end of last month	Appointed in Month	Career Break		Resignations	Retirements		Demotions	Consequential vacancies	Net Change Increase (+), Decrease (-)	Total at end of Month	Total Number of Vacancies at end of Month
				Commenced	Return		Compulsory	Voluntary					
Assistant Commissioner	9	8	0								0	8	1
Chief Superintendent	47	47	1				1				0	47	0
Superintendent	168	168	1				1			1	-1	167	1
Total	224	223	2	0	0	0	2	0	0	1	-1	222	2

Appendix D

Breakdown of Leave – Garda Members																			
As at 29.02.20	Gender	Work Share	% Garda Rank	% by Gender	Career Break	% Garda Member	% by Gender	Maternity Leave	% Garda Member	% by Gender	Unpaid Maternity	% Garda Member	% by Gender	Paternity Leave	% Garda Member	% by Gender	Parental Leave	% Garda Member	% by Gender
Garda	Male	3	0.03%	0.04%	25	0.22%	0.30%							24	0.21%	0.219%	27	0.23%	0.33%
	Female	108	0.93%	3.26%	35	0.30%	1.06%	67	0.81%	2.02%	47	0.41%	1.42%		0.00%	0.00%	138	1.19%	4.17%
Sergeant	Male	1	0.05%	0.06%	4	0.19%	0.25%							2	0.10%	0.12%	6	0.29%	0.37%
	Female	4	0.19%	0.88%	2	0.10%	0.44%	7	0.34%	1.54%	2	0.10%	0.44%				9	0.43%	1.98%
Inspector	Male																		
	Female							1	0.26%	1.52%							1	0.26%	1.52%
Superintendent	Male																		
	Female							1	0.60%	5.88%									
	Total Male	4	0.03%	0.04%	29	0.20%	0.28%							26	0.18%	0.25%	33	0.23%	0.32%
	Total Female	112	0.78%	2.90%	37	0.26%	0.96%	76	0.53%	1.97%	49	0.34%	1.27%				148	1.04%	3.83%
	Total	116	0.81%		66	0.46%		76	0.53%		58	0.34%		26	0.18%		181	1.27%	

Appendix E

Breakdown of Leave – Garda Staff																			
As at 29.02.20		Work Share	% Total Staff	% by Gender	Career Break	% Total Staff	% by Gender	Mat Leave	% Total Staff	% by Gender	Unpaid Maternity	% Total Staff	% by Gender	Paternity Leave	% Total Staff	% by Gender	Parental Leave	% Total Staff	% by Gender
CO	Male	7	0.39%	1.67%	4	0.22%	0.95%										5	0.28%	1.19%
	Female	282	15.59%	20.29%	15	0.77%	1.08%	11	0.61%	0.79%	6	0.33%	0.43%				78	4.31%	5.61%
EO	Male																2	0.27%	1.01%
	Female	45	6.12%	8.38%	4	0.54%	0.74%	6	0.82%	1.12%	5	0.68%	0.93%	1	0.14%	0.51%	17	2.31%	3.17%
HEO	Male				1	0.68%	1.59%										4	2.74%	6.35%
	Female	5	3.42%	6.02%													10	6.85%	12.05%
AP	Male																1		
	Female	1	2.22%	4.17%							1	2.22%	4.17%				3	6.67%	12.50%
Chef de Partie	Male																		
	Female																1	3.57%	4.00%
Teacher	Male																1	5.88%	12.50%
	Female	2	11.76%	22.22%															
Cleaner	Male																		
	Female	4	1.66%	1.75%				1	0.41%	0.44%									
Accountant	Male																		
	Female	1	14.29%	33.33%															
	Total Male	7	0.22%	0.80%	5	0.15%	0.57%							1			13	0.40%	1.48%
	Total Female	340	10.53%	14.45%	19	0.59%	0.81%	18	0.56%	0.76%	12	0.37%	0.51%				109	3.37%	4.63%
	Total	347	10.74%		24	0.74%		18	0.56%		12	0.37%		1			122	3.78%	