



An Garda Síochána
Monthly Report to the Policing Authority

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

November 2017

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
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Please quote the following ref. number: **CMR_34-367274/15**

Bí linn/Join us  

Ms. Helen Hall
Chief Executive
Policing Authority

Dear Ms. Hall

Re: Commissioner's Monthly Report to the Policing Authority

In accordance with Section 41A of the Garda Síochána Act 2005, as amended, I am pleased to present the monthly report outlining key aspects of the administration and operation of An Garda Síochána.

An Garda Síochána's progress in fulfilling its commitments under the Policing Plan 2017 is outlined at Appendix B. The Plan is structured around five policing and security priorities:

- 1. National and International Security:** A safe, secure state in which to live, work, visit and invest
- 2. Confronting Crime:** Enhanced feelings of safety in our communities; increased victim satisfaction; and reductions in crime
- 3. Roads Policing:** Enhanced road safety and reduced opportunities for criminal use of our roads
- 4. Community Engagement and Public Safety:** A reduction in the proportion of people who have a fear of crime and an increase in the proportion of people, in particular victims, satisfied with the service provided to them
- 5. Organisational Development and Capacity Improvement:** A modern and renewed organisation delivering professional and accountable services as a beacon of 21st century policing.

Quarterly milestones are set at the beginning of the year for each initiative. These allow An Garda Síochána to manage its performance and ultimately achieve its goals. Progress is then rated On Target, At Risk and Off Target.

As a part of the monitoring of the Modernisation and Renewal Programme 2016-2021 and the Code of Ethics, An Garda Síochána is in the process of undertaking a Cultural Audit commissioned and completed by PricewaterhouseCoopers (PwC). This will ensure independence and that all participant responses are treated anonymously and confidentially. The 'Play Your Part' survey (open to all Garda, Civilian and Reserve members of An Garda Síochána) was rolled out to the Organisation 4 October and closed on 1 November 2017. Over 6,000 people from across the Organisation completed the online survey, representing a response rate of 42%. This level of response rate is comparable to many police services when they conducted their first such surveys. The West Midlands Police achieved a 35% response rate in 2011, the West Yorkshire Police attained a response rate of 32% in 2015, and the SPA/Police Scotland opinion survey received a 50% response rate in 2015. This response level will enable the 'Play Your Part' survey results to have real value to the Garda Organisation.

The next steps will be to begin to analyse these findings. It is hoped that the full analysis of the survey data will be completed by the end of the year. After that, the external contractors, PwC, will conduct focus groups and interviews across the Organisation to dig deeper into some of the results. The final report, which will bring together the survey results, focus groups and interviews, will be completed by the end of Q1 and the Organisation will publish it shortly after that.

Five members of An Garda Síochána were recipients of awards at the National Bravery Awards 2017 which took place in Farmleigh House on 20 October 2017. In October 2017 An Garda Síochána won the Green Project of the Year Award at the National Procurement Awards 2017, for the second year in a row.

Through focused efforts in structured energy management and by introducing renewable initiatives and optimising energy performance, annual savings of 2.6GWh and almost €0.25 million in cost savings have been delivered. The savings accrued are ring fenced and then re-diverted to support future energy saving initiatives. An Garda Síochána was nominated for the public sector SEAI 2017 Award for the second year running.

In 2015, students from several EU Member States were selected to undergo the first ever European Joint Masters Programme¹. On 9 October 2017, 26 students, including Chief Superintendent John Nolan from the Garda Professional Standards Unit graduated at the National University of Public Service, Budapest, Hungary having successfully completed the programme.

The International Police Association (IPA) facilitates a Police Exchange Programme each year. As part of this programme, the members are allocated to various Police/Garda sections and departments. It provides an excellent opportunity for learning and enhancement of knowledge and experience of the participating officers from each country. A recent exchange visit to Poland took place from 1 – 13 October 2017 and IPA Ireland, with the assistance and cooperation of An Garda Síochána, will welcome two members of IPA Poland on placement to Ireland in November 2017.

A new custody suite is due to open at Henry Street Garda Station in Limerick on 8 December 2017. The building works transformed 12 old cells into six modern interview rooms which are supported by a new doctor's room, search room and forensic room, all of which are now covered by CCTV and audio.

Henry Street Garda Station was built circa 1975 to serve as Divisional Headquarters for Limerick Garda Division. Its cell area is situated in the basement of the building, accessed by a flight of stairs or

¹ The European Joint Master Programme (EJMP) is targeted at senior officers to obtain a Masters Degree in 'Policing in Europe'. The programme is designed to further qualify law enforcement officers on the Implementation and operationalisation of EU instruments and is the first EU academic programme aimed at addressing common challenges for police cooperation in the frame of internal security.

through the use of a small elevator. The route to the cell area for persons in custody was via the front doors of the station and directly through its public area which had a direct implication on privacy and health and safety of persons in custody and the public.

A prisoner now arriving in custody to Henry Street Garda Station will come through a new entrance, accessed in the basement of the building in the rear yard. The Garda member will process custody records in a new, fit for purpose office. Once processed, the prisoner will be interviewed in one of six new electronically recorded interview rooms situated within the custody suite. This new development will ensure a fit and modern place of work for those using the station. It will also ensure the protection of the right to privacy of prisoners and will enhance our ability to ensure the Human Rights and dignity of all persons using the area are protected. Some photographs of the new custody suite are attached at Appendix D.

Data in respect of Freedom of Information Requests, Legal Services Claims and Compensation has been included at Sections 13 and 14. Positive policing successes and a summary of the on-going work across business functions to improve detection rates are detailed at Appendix C.

As outlined in last month's report; due to the systems in place in An Garda Síochána, it has not been possible, to date, to capture the discipline data requested. Internal Affairs Section continues to work actively with the ICT Section for a solution to establish a sustainable method of capturing accurate data on a long term basis for disciplinary matters. An upgrade of the HR application, GEMS, is at an advanced stage which will enable the recording and reporting of data. It is anticipated that forthcoming monthly returns will show cumulative totals for categories broken down by area. These returns will be provided to the Policing Authority and will be published on Garda Website.

This report complements the following documents which are provided to the Policing Authority on a monthly or quarterly basis:

- Human Resources and People Development figures
- Numbers and vacancies in specified ranks
- Status updates on Modernisation and Renewal Programme 2016 - 2021
- Policing Plan Performance Reports

Yours sincerely

**SUPERINTENDENT
COMMISSIONER'S OFFICE**

November 2017

Financial Position

The overall financial position at the end of October shows a total net expenditure of €1,245.2 m which is €10.6 m more than the profiled spend of €1,234.6 m. Based upon the latest projection, it is estimated that the cost of the Garda Pay Deal will be €55m in 2017 of which €34 m was provided in the Revised Estimates. The management accounts for October show an adverse variance for the Pay Subhead of €41.3 m which is partly driven by the funding shortfall but also due to operational exigencies which has resulted in higher overtime expenditure than the profiled budgeted spend.

The expenditure on overtime for the year to date October was €108 m, resulting in an over spend of €36.3 m which is 51% in excess of the profiled budget. All Assistant Commissioners and Executive Directors have been briefed in detail with regard to their overtime spend.

Procurement

- **Training:** An Garda Síochána Code of Ethics: Following the conclusion of the Garda tender process, a preferred supplier was identified.
- **Public Attitudes Surveys 2018-2020:** Following the completion of the evaluation process, the results of the tender issued on 17 October 2017, and a preferred bidder was identified.
- **HRPD Operating Model:** Evaluation was completed over Q3 2017 and DPER sanction to go to contract with the preferred supplier was received on 31 October 2017.
- **Towing Management Contracts:** Kildare, Sligo and Limerick Division: Kildare Division tender evaluation process was completed with standstill letters issuing to bidders on 27 October 2017. The Sligo Leitrim tender closed on 10 October and the evaluation process is underway. The tender for Limerick Division was published on 9 October.
- **Interpretation Services:** As a result of legal challenges to previous tenders, the OGP has developed a new, bespoke Supplementary Request for Tender which is with the Office of the Chief State Solicitor for proofing.

Estate Management

The Garda Síochána Building and Refurbishment Programme 2016 – 2021 includes a number of projects which reflect the priorities of An Garda Síochána.

- **New Garda Stations – Kevin Street and Galway**
Major Garda Station projects continue to be progressed at Kevin Street and Galway, which are scheduled for completion in January 2018 and March, 2018, respectively.
- **New Garda Stations – Sligo, Macroom and Clonmel**
Government has approved funding for three new Garda Stations through a public private partnership. Before engaging with the National Development Finance Agency, the sites for all three must be secured. OPW has secured a site in Macroom. It is engaging with Tipperary County Council for the transfer of a site in the former Kickham Barracks in Clonmel and is actively pursuing the acquisition of a site in Sligo.
- **New purpose built Garda facility at Military Road**
In December 2016, the OPW agreed a new, non-renewable six year lease on the Harcourt Square complex commencing 1 January 2017. This creates the imperative to develop a replacement facility for An Garda Síochána at Military Road before the end of 2022.

Following a rigorous process of engagement between An Garda Síochána and OPW, which included a series of meetings and site visits between Garda Estate Management and senior management at the Bureaus and Units based at Harcourt Square, the OPW is developing detailed proposals for the Military

Road scheme for consideration by local Garda management. These proposals will take account of new Garda Units established at Harcourt Square since January 2016. For example, the new Armed Support Unit for the DMR was established in December 2016 and a new Special Tactics and Operational Command Unit was established in August 2017. The OPW plans to lodge the Planning application for the Military Road scheme in December 2017. Funding for this project has been agreed by the Government under the Mid-Term Capital Review.

Budgetary Constraints

Budgetary constraints in 2018 will significantly impact on our ability to deliver on the Capital Building Programme and Modernisation and Renewal Programme.

Garda Fleet

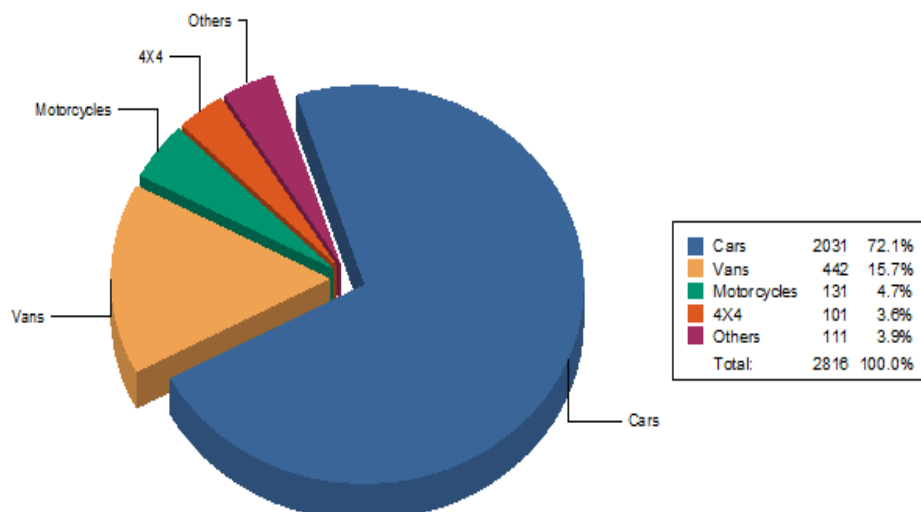
Strength of Garda Fleet, broken down by Type as at 31 October 2017

Cars			Vans	Motorcycles	4 x 4	Others	Total
Marked	Unmarked	Total	Total	Total	Total	Total	
813	1,218	2,031	442	131	101	111	2,816

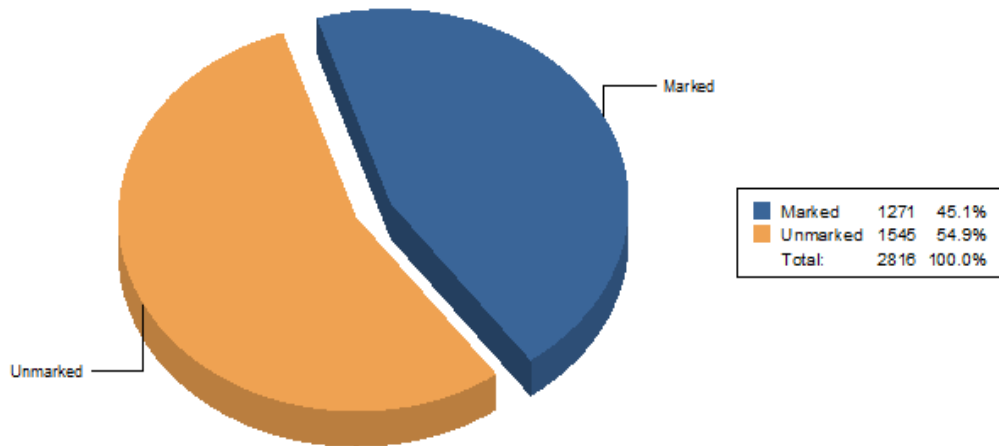
Strength of Garda Fleet, broken down by Age as at 31 October 2017

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
Total	2,031	442	131	101	111	2,816	100%
< 1 year	228	53	2	16	32	331	12%
1 – 2 years	320	121	60	34	23	558	20%
2 – 4 years	791	64	21	0	19	895	32%
4 – 6 years	206	103	5	2	3	319	11%
> 6 years	486	101	43	49	34	713	25%

Strength of Garda Fleet, broken down by Type as at 31n October 2017



Strength of Garda Fleet, Marked and Unmarked at 31 October 2017



2 Human Resources and People Development (HRPD)

- The current Garda strength is 13,378 and civilian strength as at 3 November is 2150.854 (whole-time equivalent). A full breakdown by rank and grade is outlined at Appendix A.
- The Garda Trainee recruitment campaign continues and a group of 204 student Gardaí commenced training on 6 November 2017.
- Of the sanction received to recruit 111 priority posts this year and the €8m provided in the 2017 Garda Pay Budget for the recruitment of 500 civilian staff, 97 of these posts have been filled.
- The recruitment process for the Executive Director Chief Data Officer post is progressing through the Public Appointments Service and will be advertised shortly.
- In August 2017, the latest iteration of the Workforce Plan was forwarded to the Policing Authority with a commitment to provide further iterations at the end of Quarters 3 and 4. The Workforce Plan includes the Organisational Deployment Survey (Census) as an appendix which identified approximately 2,050 posts meriting further examination for civilianisation. Meetings continue on a regular basis with the Policing Authority and Departments of Justice and Equality and Public Expenditure and Reform to progress the Workforce Plan. Further information on the status of Civilianisation and Redeployment is outlined in Section 5.
- Details of numbers and vacancies in specified ranks are attached at Appendices E and F.

The following projects have been deployed to the Live Environment;

- **Monthly Patching:** Essential Microsoft security updates were deployed to all PCs in An Garda Síochána on 12 October and 17 November 2017.
- **PEMS2:** Implementation of the Enterprise Property Management System (PEMS2) is underway with roll out to DMR and Specialist Units, Eastern and South Eastern Regions completed in September and October. Further roll out to the remaining Regions is scheduled throughout November.
- **Microsoft Office 2016:** An upgrade of Microsoft Office from '2007' to '2016' began in September to selected locations. Deployment of Office 2016 is on a phased approach to all Garda PULSE PCs. As at 16 November, 90% of all PCs have been upgraded.
- **NSX Micro-Segmentation:** The implementation of a distributed firewall and vSphere Distributed Switch (VDS) to the virtual server infrastructure was introduced on 6 October 2017. The virtual server infrastructure is used to support the backend application and services. This technology adds enhanced security to our environment by restricting and analysing the network traffic based on a set on defined rules. Additional roll out is scheduled throughout November in consultation with service owners.
- **goAML v1:** The Government Offices Anti-Money Laundering (goAML) application supports the Financial Intelligence Unit office in the Garda Bureau for Financial Intelligence (GBFI) in processing Suspicious Transaction Reports. An upgrade to the goAML application was implemented on 15 October. This resolved issues with STR rejections and data fixes for Person of Interest issues. The GoAML support team is now continuing their normal support tasks.
- **AGS Portal Release:** The Uniform Ordering system on the Garda Síochána Portal was upgraded on 26 October. This release updated the catalogue functionality for the Uniform Ordering team, provided additional data flexibility and updated the style of the system.
- **Reporting Services 8:** Reporting Services is a web based application used to generate reports based data input into PULSE. Updates to reporting services were deployed on 2 November. This update provided enhancements to the current reports within the application.
- **GSAS Upgrade:** As part of the upgrade to the Garda Síochána Analysis Service Environment, a Virtual Desktop Infrastructure (VDI) image was provided for testing. This is a technology which allows users to securely access the Garda network remotely from laptops or through PCs. This rollout was requested as part of improvements for the software and hardware provided to the Garda Síochána Analysis Service. Feedback and sign off is pending from users before full roll out.
- **Major Investigations – Oisín R4.5.1:** The Oisín application is a secure application Intelligence Management System used by members of Security and Intelligence. An update to the Oisín application was implemented on 7 November. This release was phase 1 of a two-part development cycle resulting from workshops with Security & Intelligence. This release included a list of agreed Change Requests to improve search capabilities, data review handling, and also included permission changes at the request of the Security & Intelligence Oisín Support Team.
- **eVetting 1.6:** The eVetting release was successfully deployed on 11 November 2017. This upgrade includes updates to improve functionality of the application.
- **ERC1:** The ERC1 application maintenance release was deployed on 14 November 2017. This release includes updates to improve performance and stability of the application.
- **AFIS Maintenance:** The Automated Finger Print Identification System maintenance was completed on 16 November 2017. This release includes an update to default print card format for batch criminal and asylum tenprint card entry.

Modernisation and Renewal Projects

Front Line Mobility: The Enterprise Mobility Management (EMM) ICT live pilot concluded at the end of September 2017 with feedback received from participants and all pilot devices returned. Pilot participants were granted access to a secure Knox Container on the phone which provided secure access to email, calendar contacts from Garda servers. The EMM project team is compiling service transition documentation and working to collate a closure report for the initial implementation project. The EMM Project team has submitted a proposed support model for the EMM Service which is currently under review by ICT and Telecoms. A new Vehicle Lookup App was also deployed to the Live EMM environment. This App was successfully demonstrated at the Commissioner's Conference on 5 and 6 October with a live Pilot to 50 devices planned for early December in the Limerick Division.

Property Management: The Property and Exhibits Management system (PEMS2) went live on 21 September. The phased roll out of the peripheral devices and application access is in progress with three Regions live as of 1 November. Ongoing transition support is being provided across PEMS Stores in these Regions to ensure a smooth transition to the PEMS2 workflows. To date, 297 users have been provisioned with access to the application and over 45,000 Object records have been created in the system. The DMR, South Eastern, Eastern and Southern Regions have now received PEMS2. The remaining two regions are scheduled for November as follows:

- Western Region – Scheduled for 20 November
- Northern Region - Scheduled for 27 November

Enterprise Content Management (ECM): The ECM platform was deployed to a live environment on 31 July in Mullingar, Athlone and Naas Districts along with the Eastern Regional Offices. Lessons learned from Phase 1 will feed into the roll out of Phase 2. ICT is in the process of implementing changes to address a number of high priority Change Requests that were requested by system users and the Business Owner. Dates for Phase 2 training and deployment are to be agreed between the Business Owner, Garda College, STO and ICT.

Roster and Duty Management System (RDMS): ICT is implementing an off-the-shelf Duty Management System for active duty planning and resource management (time and attendance). The project has completed and received sign off on the system requirements and To-Be processes. The environments set up and build phase of the Compensation Rules has been completed. The system configuration build has commenced and is due for completion in mid-December. System Test preparation and Communications planning are currently in progress.

Enhancing Network Access in Rural locations: ICT is incrementally upgrading non networked stations to enable connectivity to Garda information systems. To date, 50 Stations have been networked with 37 having full PULSE functionality. In the coming weeks, PULSE computers will be installed in the remaining sites. The target is to upgrade a further 50 sites and then review the Stations outstanding to ascertain if a mobile solution would be more appropriate.

Public Safety Advice for Storm Ophelia

All Garda channels; social media, website, press releases, media briefings at the National Emergency Centre were utilised to make the public aware of the dangers posed by Storm Ophelia and to provide safety advice. Social media was also used to demonstrate Garda presence in local communities during the storm. Our Facebook posts during the day of the storm had an average reach of over 100,000, and the average impression achieved from our Tweets was 130,000.

Child Safety Initiative

To promote a Garda child safety initiative, an officer from the Garda National Protective Services Bureau provided an interview to the Irish Independent on how we are looking to compile a database of school uniforms and crests for potential identification purposes. This resulted in a front page story and significant coverage inside in the paper.

Public Safety Advice

Officers from Community Engagement are providing monthly crime prevention and public safety slots to RTE's Afternoon Show and TV3's Ireland AM programmes.

Operation Slowdown

The need to reduce speed during the October Bank Holiday was promoted via social media, press releases and media interviews. Regular updates were provided throughout the weekend on the number of drivers who had exceeded speed limits, whilst also thanking drivers who were compliant. There was coverage across all major media outlets for this operation.

Armed Incident

During an incident where a suspect was believed to be travelling around the Tallaght area while in possession of a gun, An Garda Síochána utilised social media to broadcast a number of safety messages and to reassure the public. The three safety messages sent via Twitter had combined impressions of 114,500 and our Facebook appeal had a reach of 95,000. Our Tweet announcing the suspect's arrest had 66,869 impressions.

Interviews/Operational Media Briefings

The following interviews/media briefings took place;

- Sunday World feature on tackling organised crime;
- Demonstrating the success of Operation Thor Day of Action in Naas;
- Briefing on murder investigations;
- Highlighting missing persons investigations;
- Vetting for sporting organisations (Newstalk Off the Ball);
- The activities of CAB (Irish Sun);
- Appeals relating to historic murders.

5 Progress update on the status of Civilianisation and Redeployment

Level of post	Sanctioned: February 2017	Sanctioned: additions during year	Total sanctioned	Number appointed	Progress
Executive Directors (ED)	2	1	3	2	ED Strategy & Transf. appointed 29/6/17. ED Legal & Compliance appointed 6/11/17. ED Chief Data Officer being progressed by PAS.
Chief Medical Officer	1		1	1	CMO appointed 29/6/17.
Principal Officers	5	1	6	3	3 POs appointed (internal panel) 28/9/17. Job specifications with PAS for ICT posts (on hold pending outcome of discussions on sanction conditions between D/Justice & Equality and DPER. HR post advertised by PAS.
Assistant Principal Officers	16	4	20	13	9 posts filled (internal panel) including 2 in ICT, 4 from PAS panel for GISC and Housing. HRPD: 1 due to start at end November and 1 in vetting. PAS requested to provide further candidates; Job specifications with PAS for ICT posts (on hold as above)
Professional Accountant Grade 1	1		1	1	PAS panel used.
Solicitors	2		2	1	Utilisation of PAS panel at APO higher level. Panel exhausted. Additional requirement with PAS to fill this sanction.
Higher Executive Officers	14		14	14	Internal and External panels utilised
Executive Officers	24		24	24	Internal and External panels utilised.
Clerical Officers	29		29	29	PAS panel used.
Cleaners/Supt of Cleaners/Service attendants		11	11	9	Remaining 2 posts of Service Attendant interviewed and successful candidates in vetting.
	94	17	111	97	

Status update on recruitment of civilian staff to facilitate Garda Reassignments as of 08.11.2017	Higher Executive Officers	Executive Officers	Clerical Officers
Internal panel used	2		
Waiting on names from PAS		2	2
Currently in vetting		7	11
Start date TBC/Waiting on assignment papers			1
Start date agreed		6	2
Assigned and started		3	12
Total	2	18	28

6 Progress update on the plan to embed the Code of Ethics

The Steering Committee to embed the Code of Ethics in An Garda Síochána continues to meet on a regular basis and the associated project is progressing. Assistant Commissioner Leahy and the Steering Committee met with the Policing Authority's Code of Ethics Committee on 9 November 2017 and provided a full update.

Ethics training for senior management in An Garda Síochána was held on 7 November 2017 and An Garda Síochána welcomed the Policing Authority's attendance and feedback following the event.

Assistant Commissioner Leahy and the Steering Committee is engaging with the ethics experts selected through tender for 'provision of the ethics training and related activities' and work has commenced to complete the communications plan and progress training and all other ethics activities'. The next meeting with the ethics experts is scheduled for 20 November 2017 where training plans, training schedules and Regional launches will be advanced. Plans are underway for the ethics experts to join a forthcoming meeting with the Policing Authority and An Garda Síochána.

The Ethics Advisory Group which comprises graduates and students of a Masters Degree in Ethics had its first meeting on 9 November 2017. Their expertise in ethics and their wide ranging policing experience will support the Steering Committee in embedding the Code of Ethics in An Garda Síochána. The Group is currently reviewing the draft Ethics Strategy which is scheduled for completion in Q1, 2018.

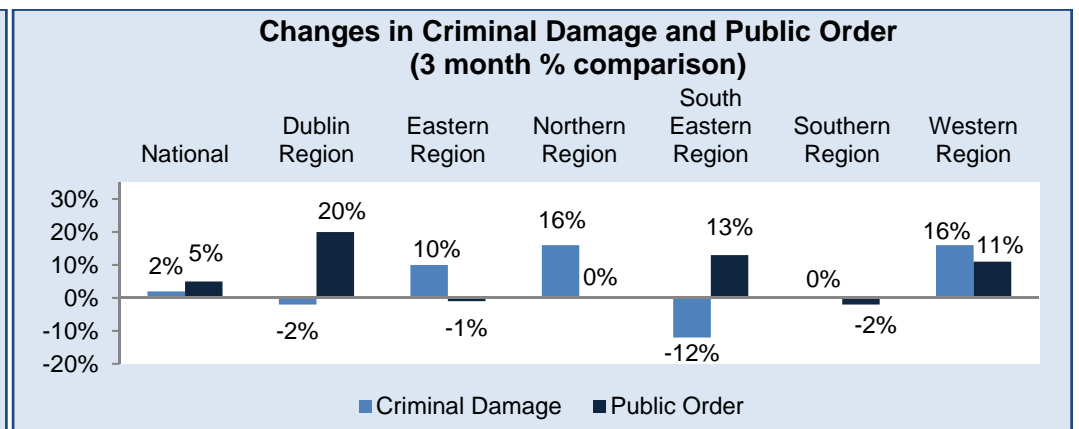
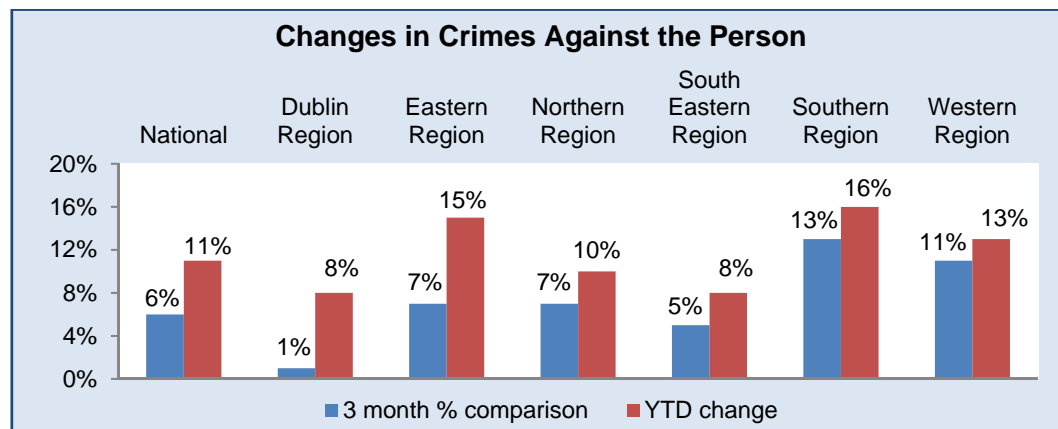
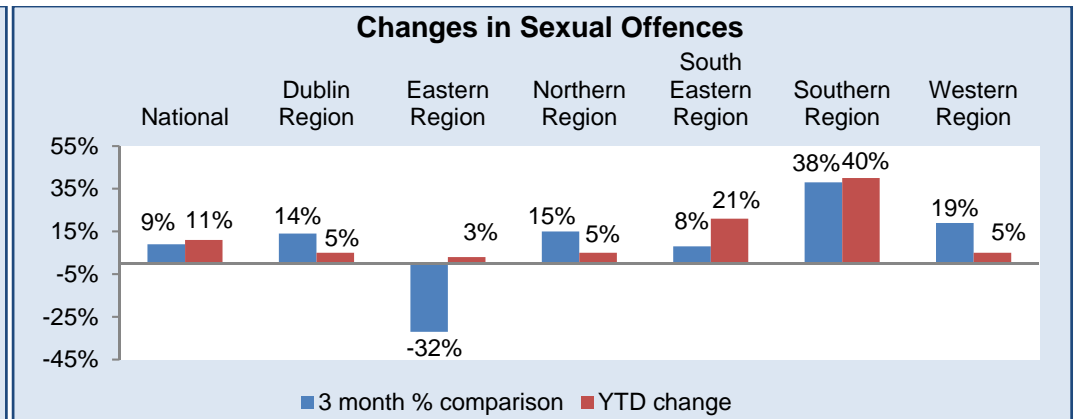
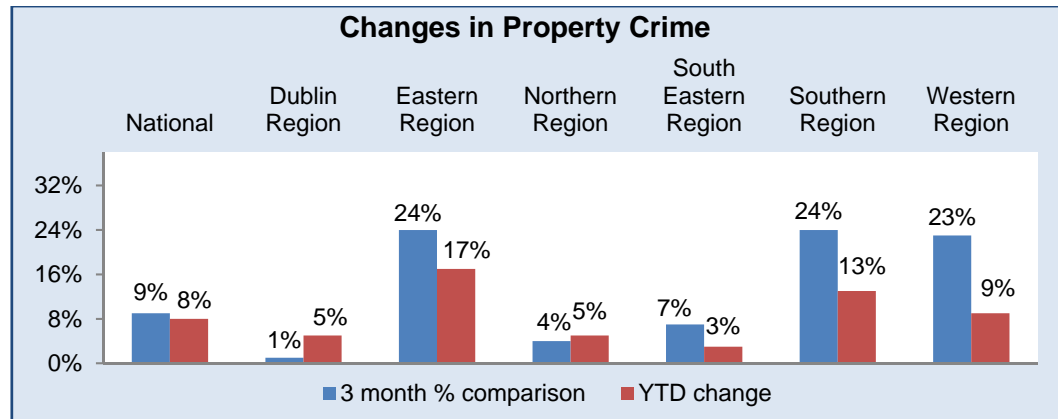
National Overview

Property crime incidents have increased by 8% so far this year and by 9% when August, September and October are compared to the same period in 2016; all regions reported increases. In the year to date, Crimes against the person are up 11% compared to 2016. There has been an 11% increase in reported Sexual offences when this year is compared with the same period last year. Criminal damage is running 9% higher and public order offences are running 6% higher compared to the same three months of last year.

Note: Crime incident figures and the associated trends above 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. Regional incident counts for some crime categories are low; therefore, percentage changes should be interpreted with caution.

Emerging Challenges

Over recent months there have been increases in Property crime incidents, with year to date increases in Burglary (not aggravated), Theft from vehicle and Theft from shop offences. Similarly, Crimes against the person have increased across all Regions; the main high volume subcategory in this group is minor assault which is up by 13% compared to the same period in 2016. The deferred publication of Recorded Crime Statistics by the CSO due to data quality concerns is an ongoing challenge for the Organisation.



Public Attitude Survey Q3 2017

Victims



6.7% were victims of crime

VICTIM REPORTING

80% reported their crime to Gardaí



50% of victims were **satisfied** with the service provided by An Garda Síochána



54% felt that the **right amount** of information was provided

Perceptions of Crime



76% considered crime a **serious problem** **NATIONALLY**

Approximately **1 out of 5** respondents felt that crime was a **serious problem** **LOCALLY**



Older respondents considered **national crime** more problematic than those in younger age groups, but considered **local crime** to be **less problematic** than their younger counterparts.

Satisfaction with AGS

69% were satisfied with the service to local communities



HIGHEST in Rural Areas
LOWEST in City areas

Perceptions of AGS



37% Aware of **GARDA** patrols in local area

LOWEST awareness in Leinster (excluding Dublin)



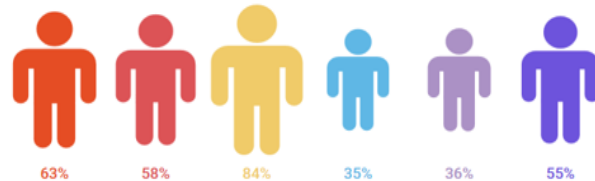
39% thought Garda presence to be at about the right level

Fear and Worry

53% worried about becoming a victim of crime



61% had some fear about crime in general, however 70% reported that fear of crime had no effect on their quality of life



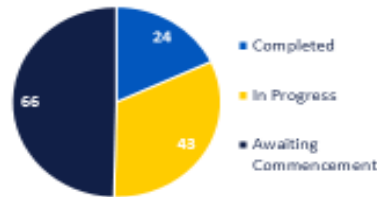
- Community Focused
- Modern and Progressive
- Friendly or Helpful
- Provide a world class police service
- Well Managed
- Effective in tackling crime

MRP Projects - September Summary Status



There are **133** projects aligned to the Modernisation & Renewal Programme.

All Projects are categorised on the Programme Plan. **43** Projects are currently in progress as part of the Modernisation & Renewal Programme.



Changes since September

Awaiting Commencement	In Progress	Complete
-2	+2	+0

Code Of Ethics
General Data Protection
Regulation

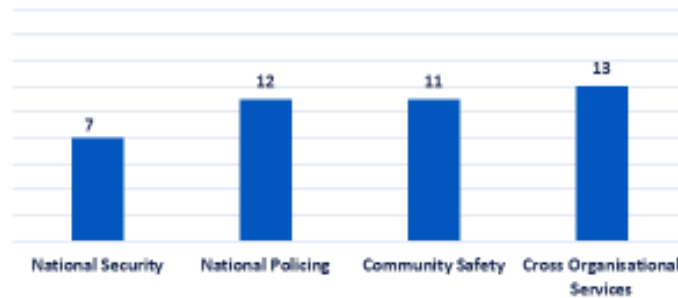
In Progress Projects Summary Status



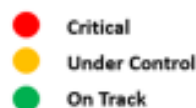
All In Progress projects are classified as Red, Amber, or Green based on a number of factors including schedule, cost, scope, resources, risks and issues.

Critical	Under Control	On Track
6	15	22

All In Progress projects are assigned to one of the four Programme Boards introduced as part of the Modernisation & Renewal Programme, as detailed below



Programme Board RAG Status



National Policing	National Security	Community Safety	Cross Org Services
ANPR Central Monitoring Office	Schengen	Community Policing Framework Strategy	Health & Wellbeing Strategy
National Op Framework	ECM System	Contact Management System	P.A.L.F
JARC	Investigations Management System	Control Room Phone Number/Communications	Policy Governance Structure (P1)
Protective Service Units 1	PEMS Part 2	Control Room Accommodation	Policy Ownership Matrix (P2)
SAOR	PEMS Part 3	Corporate Services	Bullying & Harassment Policy
Code Of Ethics	Garda Cyber Crime Bureau	Enhancing Network Access to Rural Locations	Cultural Audit
Court Presenters	Prüm (Fingerprint Data Exchange)	Establish the Office of Corporate Comms	Equality, Diversity & Inclusion Strategy
Electronic RC1		CAD Part 2	Garda Síochána Analysis Service
GoAML		CAD Part 1	Garda Employee Assistance Service System
PAF Processes & Procedures		CCTV Management Strategy	General Data Protection Regulation
PAF Technology Support		Garda Mobility Strategy	HR Operating Model
Protective Service Units 2			Revised Approach to Risk Management
			Roster & Duty Management System

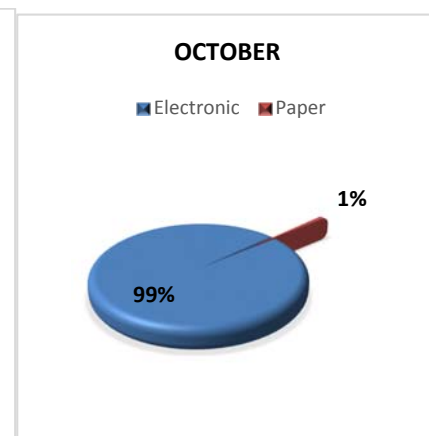
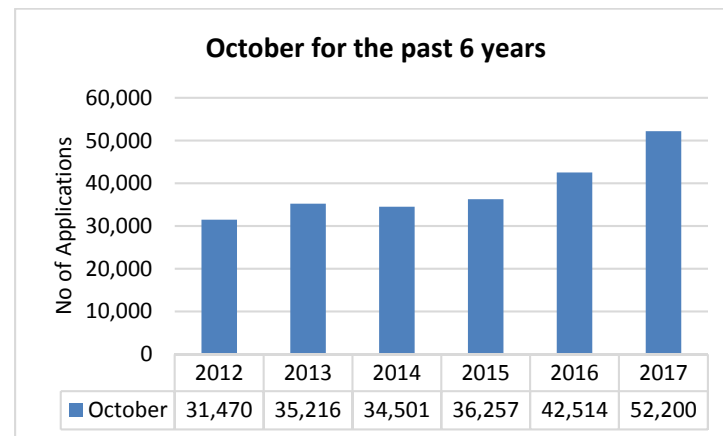
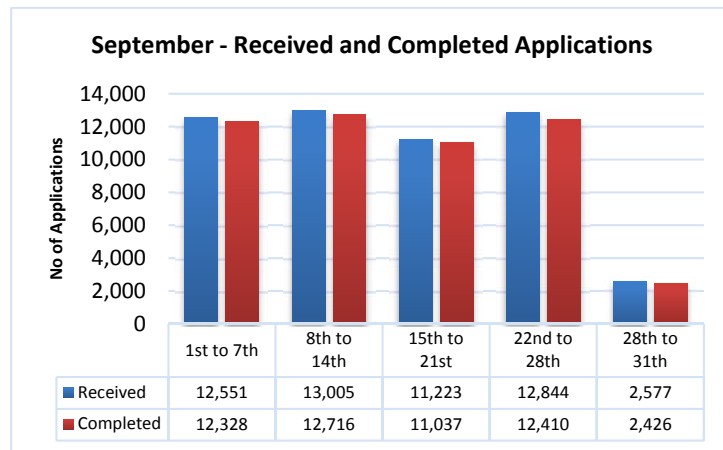
10 Risk Management

- Seven meetings of the Risk & Policy Governance Board (R&PGB) have been held to date in 2017, with the next meeting scheduled for 22 November 2017.
- Twelve Corporate Risks have been identified by An Garda Síochána, with Corporate Risk Owners assigned to each. These are being actively managed.
- Risk Action Plans have been developed in respect of each corporate risk.
- Executive-level risk registers have been developed and are currently being reviewed.
- The Garda Risk Management Unit provides organisation-wide communications, training, advice and guidance to all risk management stakeholders, with the objective of embedding risk management firmly within the Organisation's culture.
- The Superintendent and Higher Executive Officer at the Garda Risk Management Unit attended Department of Justice Risk Management Training in October 2017.
- A closure report will be submitted to the next Cross Org Programme Board meeting, formally closing the project; *'Implement a Revised Approach to Risk Management in An Garda Síochána'*.
- A meeting of the Key Governance Stakeholders group (GPSU, GIAS, Strategic Planning, STO, GRMU) was held on 12 October, with the next meeting scheduled for 7 November.
- Since October 2016 the Garda Risk Management Unit has provided training, briefings or direct support to more than 1000 members of An Garda Síochána, of all ranks and grades.
- All senior managers (Superintendent rank/civilian equivalent grade upwards) have been trained, through a co-facilitated approach between the Garda Risk Management Unit and the Institute of Public Administration (IPA).
- Risk Management training is also delivered to newly promoted Sergeants, Inspectors, Superintendents, Chief Superintendents & Civilian Equivalents, and this training has been approved/validated by the Garda College.

The following briefings and workshops continued throughout October 2017;

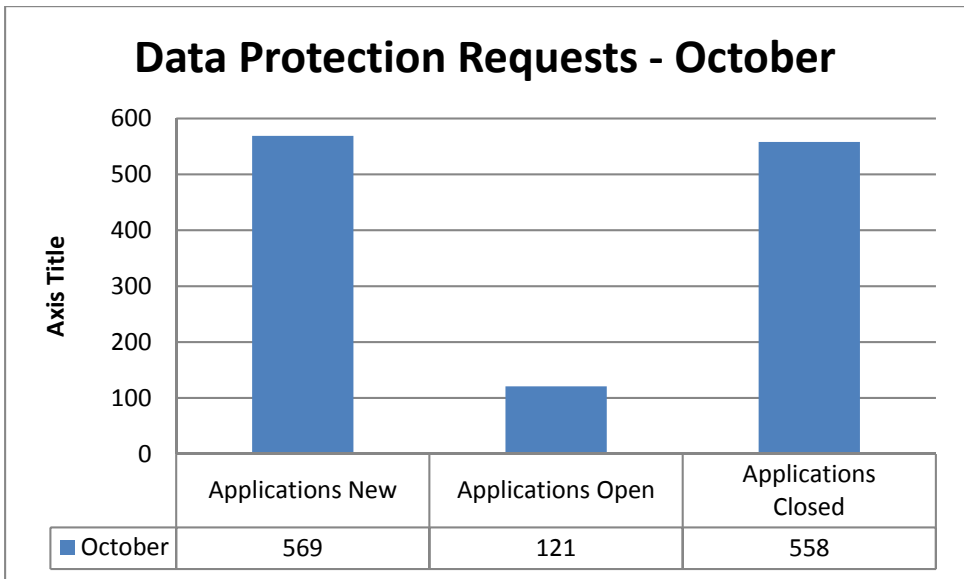
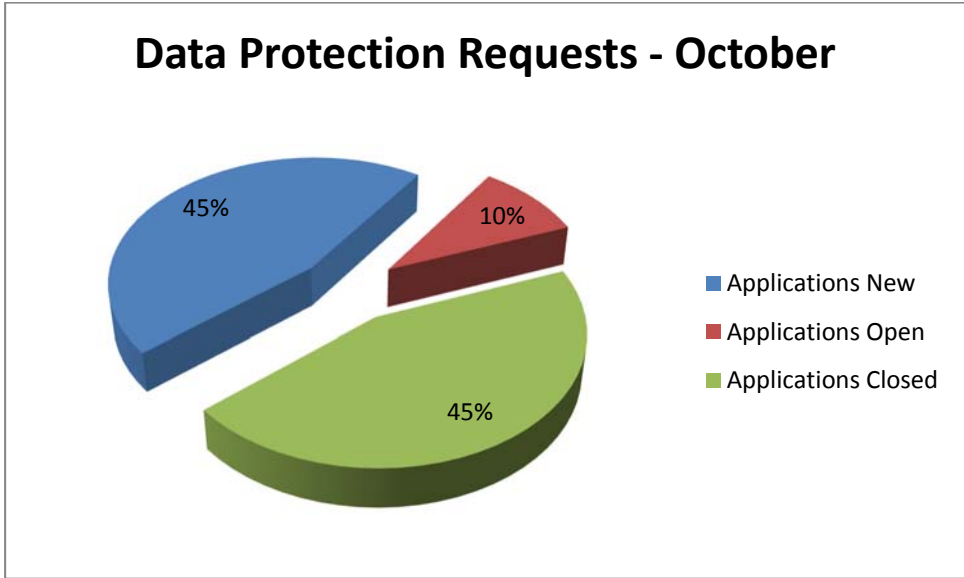
- Sergeants Development Programmes.
- Risk Register Development Workshops and specific support, guidance and advice to stakeholders
- Corporate Risk Owner Support workshops

11 Vetting



12 Data Protection

Applications	New	Open	Closed
October	569	121	558



13 Freedom of Information (FOI)

The FOI system records a total of 477 requests, incorporating a total of 899 questions, received between 1 January and 31 October 2017. The majority of these requests were submitted by journalists (193), followed by requests from members of the public (174). The remaining requests were submitted by business groups, solicitors and academics. Six requests have been received from members of the Oireachtas.

The distribution of these requests over Human Resources, FOI Section, Internal Audit, Finance and Procurement is displayed in the table below:

MONTHLY STATUS UPDATE 31 October 2017			
FOI Requests	Year To Date	October	Comments/Issues
Finance: General	90	7	
Finance: Procurement	9	0	
FOI Section	282	41	
Human Resources	91	8	
Internal Audit	5	0	
Total Requests	477	56	
Additional Requests	271	27	These comprise of out of scope requests that require attention by An Garda Síochána (crime reporting etc)
FOI Decisions	Year To Date	October	Comments/Issues
Granted	44	1	18 Internal Reviews (7 from same requester) and 3 OIC Appeals completed
Part-granted	96	2	
Refused	286	33	
Withdrawn	31	1	
Withdraw & redirect	0	0	
Total Decisions	457	37	
Response Times	Year To Date	October	Comments/Issues
Within time	447	36	
Out of time	10	1	

14 Legal Services Claims and Malicious Injury Compensation

October 2017

File Type	Garda		Non-Garda	
	Litigation	Pre-Litigation	Litigation	Pre-Litigation
Article 40	0		0	
Assault	0		0	2
Constitutional	0		0	
Defamation	0		1	
Bullying	0		0	
Damage to Property	0	3	0	3
Discovery	0		3	2
Equal Status Act	0		0	1
Employment Cases	1	1	0	
Judicial Review	0		2	
Injunction	0		0	
Inquest	0		0	
Malicious Prosecution	0		0	
Negligence	0	1	0	2
Personal Injury	0		0	3
PSV	0		0	
SCA Assist	0		0	
Unlawful Arrest	0		0	
Unlawful Search	0		0	
Unlawful Seizure	0		0	
Vetting	0		0	
Warrant Case	0		0	
Other	0	3	2	4
Total	1	8	8	17

- The figures provided above refer to the number of new files opened in Legal Services in the month of October 2017.
- The files are broken down into the categories of “Garda “ / “non-Garda” files.
- The figures are further broken down into files which are “pre-litigation” (legal proceedings have not been instituted) and “litigation” (files which are the subject of legal proceedings).

Malicious injuries compensation

Cases on hand at Compensation Section, Garda Headquarters	1474
New cases received from the Department of Justice and Equality	9
Cases finalised:	14

Appendix A

Human Resources and People Development (HRPD)

Rank	Strength at 31 October 2017
Commissioner	0
Deputy Commissioner	2
Assistant Commissioner	9
Chief Superintendent	42
Superintendent	163
Inspector	277
Sergeant	1,886
Garda	10,999
Sub - Total	13,378
Career Breaks (incl ICB)	168
Work-sharing**	53
Secondments (Overseas etc)	18
Maternity Leave	108
Unpaid Maternity Leave	45
Total	12,986

** Equates to 104 work sharing members

Professional/Technical		Administrative		Industrial	
Head of Training & Development	0	CAO	1	General Op	11
Teacher	16.6	Exec Director Finance	1	Electrician	1
Researcher	2	Exec Director HRPD	1	Store Keeper	1
Professional Accountant Grade I	3	Exec Director ICT	1	Carpenter	1
Professional Accountant Grade II	3.8	Exec Director S&T	1	Charge hand	1
Professional Accountant Grade III	1	Director	1	Plumber	1
CMO	1	PO*	9	Traffic Warden	6
Assistant CMO	1	AP**	29	Coffee Shop Attendant	0
Occupational Health Physician	0	HEO***	106	Driver	15.8
Nurse	3	EO ****	305.255	Store man	4
Photographer	3	CO	1403.179	Store Officer	1
Cartographer	2	Supt. of Cleaners	2	Groom	1
Telecoms Technician	12.6	Cleaner	146.33		
Examiner of Maps	1	Service Attendant	32.49		
Head of Legal Affairs (Director level)	1	Seasonal Cleaner /SA	6.8		
Accident Damage Co-ordinator	1	Service Officer	7		
Technical Supervisor	1				
Workshop Supervisor	1				
Total	54		2053.054		43.8

* Includes 1 Senior Crime & Policing Analyst

** Includes 2 Higher Crime & Policing Analysts

*** Includes 29 Crime & Policing Analysts, and 2 Assistant Accountants

**** Includes 10 Crime & Policing Analysts

GRAND TOTAL: 2150.854 (whole-time equivalent)

Appendix B (i)

Policing Plan 2017 – September performance at a glance

PRIORITY 1: NATIONAL AND INTERNATIONAL SECURITY

No.	Strategies / Projects	RAG Rating
5	Collaborative engagement with key minority groups.	On Target
7	a) Establishment of a Cyber Crime Investigation Unit at the Garda Cyber Crime Bureau.	On Target
	b) Development of new cyber crime strategy by Q4 2017.	On Target

PRIORITY 2: CONFRONTING CRIME

No.	Strategies / Projects	RAG Rating
8	Publish National Crime Prevention and Reduction Strategy.	On Target
10	Establishment of Protective Services Units in 3 Garda Divisions by Q4.	On Target
12	Implementation of COSC strategic actions pertaining to 2017.	On Target
13	Implementing the recommendations of the review of the victims services offices.	On Target
14	Provision of information on Criminal Justice system, etc through the new Garda website.	On Target
15	Deployment of CAD nationally by Q4 2017	Off Target
15a	Deployment of CAD nationally by Q4 2017 - CAD I	On Target
15b	Deployment of CAD nationally by Q4 2017 - CAD II	Off Target
16	a) Each non-sexual crime incident has investigating officer and supervisor assigned (Year on year change: +0.11 points)	At Risk
	b) Each sexual crime incident has an investigating officer and supervisor assigned to it (Year on year change: +0.05 points)	At Risk
18	Collaboration with international police targeting OCGs and individuals involved in criminality.	On Target
19	Deployment of new evidence-based framework by Q4 2017.	Off Target
20	Roll-out of JARC to 12 Garda Divisions by Q4 2017.	Off Target
21	The roll-out of SAOR to all Garda Divisions by Q4 2017.	Off Target
22	Active participation by An Garda Síochána in the Youth Justice Action implementation.	On Target
	<i>Metrics</i>	
9	b) Decreased incidents of burglary by 5% in 2017 (Year on year change: +3%)	Off Target
	c) Decreased incidents of robbery by 10% in 2017 (Year on year change: -7%)	Off Target
	d) Decreased incidents of assault by 6% in 2017 (Year on year change: +10%)	Off Target
	f) Increased recordings of incidents with a hate motive against 2016 baseline (Year on year change: +10.52%)	At Risk
11	f) Increased reporting of sexual offences (Year on year change: +9%)	At Risk
	g) Increased detection of sexual offences (Year on year change: -12%)	Off Target
	h) Increased number of victims of Human Trafficking identified.	On Target
16	c) Improved detections of burglary compared to 2016 (Year on year change: -1.79%)	Off Target
	d) Improved detections of robbery compared to 2016 (Year on year change: -7%)	Off Target
	e) Improved detections of assault compared to 2016 (Year on year change: -12%)	Off Target
17	a) Increased detections for sale and supply of drugs compared to 2016 (Year on year change: +8.08%)	On Target
	b) Increased number of firearms seized compared to 2016.	
	<i>Public Attitude Survey (Reported each quarter)</i>	
9	a) Improve public opinion on ability of An Garda Síochána to tackle crime from 57% to 60%.	Off Target
	e) Enhanced feelings of public safety as measured by the Public Attitude Survey.	On Target
13	a) Increased victim satisfaction from 57% in 2015 to 65% in 2017.	At Risk

PRIORITY 3: ROADS POLICING

No.	Strategies / Projects	RAG Rating
24	Facilitation of the Road Safety Authority in the collection of data and conducting of research.	On Target
25	Participate in planned Multi-agency Checkpoints as per Roads Policing Plan 2017.	
26	Phase 1 of the ANPR Strategy completed by Q3 2017.	Off Target
27	Reviewing all collision prone zones by Q4 of 2017. (Done on a quarterly basis.)	On Target
28	All recommendations and improvements within the remit of An Garda Síochána implemented.	On Target
29	Audit of the Garda Fixed Charge Processing system complete by Q4 2017.	On Target
30	Tailored education and training provided to all members of Roads Policing units.	On Target
31	10% more personnel allocated to RP Units in all regions by end Q4 2017 vs. end of Q4 2016.	At Risk
32	100% completion of planned exercises in each region.	At Risk
	<i>Metrics</i>	
23	a) Increased road-user compliance, as measured by the Road Safety Authority.	On Target
	b) Increased Garda visibility, as measured by the Road Safety Authority.	On Target
	c) Less than 136 fatalities on our roads in line with the Government's Road Safety Strategy (Year on year change: -19.44%)	Off Target
	d) Less than 380 serious injuries in line with Government's Road Safety Strategy (Year on year change: +3.80%)	Off Target

Appendix B (ii)

PRIORITY 4: COMMUNITY ENGAGEMENT & PUBLIC SAFETY

No.	Strategies / Projects	RAG Rating
33	New Community Policing Framework developed and implemented by Q4 of 2017.	Off Target
35	Phase 1 of PALF completed by Q4 of 2017.	On Target
38	a) Garda Diversity and Inclusion Strategy implemented by Q3 2017.	Off Target
	d) Increasing the scope of the Public Attitude Survey to include 16-18 year olds.	On Target
39	PACE Pilot completed in 6 Divisions.	Off Target
40	Schools programme review completed by Q3 2017.	At Risk
42	Minimum of one Crime Prevention Day per quarter held in each division.	On Target
43	Analysts contribute to operational activity undertaken by all units.	At Risk
44	All Joint Policing Committee meetings attended by nominated Chief Supt.	On Target
45	6 Garda Stations re-opened by end Q4 2017.	On Target
	<i>Metrics</i>	
36	Level of online engagement ahead of industry standards (figures reported quarterly).	Off Target
37	Level of online engagement ahead of industry standards (figures reported quarterly).	On Target
	<i>Public Attitude Survey (Reported each quarter)</i>	
34	a) Increased perception that An Garda Síochána is community focused to a level of 64% of higher.	At Risk
	b) Reduced fear of crime (baseline 2016).	On Target
	c) Increased Garda visibility as per the Public Attitude Survey (baseline 2016).	On Target
38	b) 72% or higher level of satisfaction with the service provided to local communities.	On Target
	c) Increased proportion of people who feel AGS treats all people equally, irrespective of background	On Target
41	80% or higher of respondents aware of Garda Crime Prevention campaigns.	On Target

PRIORITY 5: ORGANISATIONAL DEVELOPMENT & CAPACITY IMPROVEMENT

No.	Strategies / Projects	RAG Rating
46	Cultural Audit to measure staff willingness to bring forward issues, including Protected Disclosures.	On Target
47	Cultural Audit published by end of Q3 2017.	Off Target
48	a) Communications plan developed for Gardai, Reserves & civilians re: ethical matters by end Q1.	Off Target
	b) Code of Ethics incorporated into training programmes in the Garda College by end of Q2 2017.	Off Target
49	New governance structure deployed nationwide by end of Q1 2017.	On Target
50	New approach to Risk Management fully implemented by end of Q1 2017.	On Target
51	Quarterly reports provided to relevant oversight bodies, including the Policing Authority, outlining progress with implementation of 3rd party report recommendations.	On Target
52	a) HR Strategy and Operating Model developed.	At Risk
	b) Attitudes toward HR Strategy and Operating Model assessed through the Cultural Audit.	Off Target
54	Up-to-date intelligence and technology used to obstruct online child exploitation.	At Risk
55	Scheduled reporting on MRP projects to relevant oversight agencies.	On Target
58	165 officers redeployed and replaced with civilian staff as part of 5-year redeployment plan.	Off Target
59	4 hybrid functional policing model pilots completed and evaluated.	Off Target
60	Data Quality Unit established and operating within GISC.	On Target
	<i>Metrics</i>	
53	a) 95% of all vetting applications processed on eVetting by Q4 of 2017.	On Target
	b) 80% of all eVetting applications completed within 5 working days of receipt.	At Risk
56	a) 200 Garda recruited and in training per quarter in 2017.	On Target
	b) 500 civilian support staff recruited by end of Q4 2017.	Off Target
57	300 Garda Reservists recruited and in training by end of Q4 2017.	Off Target
61	a) Increased proportion of incidents correctly classified on PULSE.	At Risk
	b) Increased proportion of detections correctly classified on PULSE.	Off Target

Note: Items in this summary reflect the "year-end targets" for the various Policing Plan 2017 initiatives. Where items appear with no rating, no progress has been reported.

Appendix C

Policing successes and summary of on-going work

Throughout the month of October 2017, there have been a number of examples of excellent police work demonstrated by members of An Garda Síochána attached to frontline policing duties. These members were supported by specialist personnel including those in Special Crime Operations, Security & Intelligence, Roads Policing, and Community Engagement & Public Safety. This included;

On 3 October 2017, as part of a planned intelligence led operation, Gardaí from the Divisional Drugs Unit in Clare, assisted by local Gardaí and the Garda Dog Unit conducted a search in the Kilrush area, leading to the discovery of Cocaine to the value of €180,000 and Heroin to the value of €8,000. Two suspects were arrested and detained pursuant to Section 2 of the Criminal Justice (Drugs Trafficking) Act, 1996, and an Investigation File will be prepared for the Office of the Director of Public Prosecutions.

On 11 October 2017, Gardaí from the Kilkenny/Carlow Division participated in Operation Thor - Project Storm, in the Kilkenny area, resulting in the arrest of 42 individuals, the seizure of €20,000 worth of controlled drugs and five vehicles, with 77 checkpoints conducted. The purpose of the operation was to prevent crime, disrupt criminal activity, apprehend criminals, and to enhance engagement with the community. The operation included Garda checkpoints and Community Gardaí providing crime prevention advice to members of the public. Project Storm also concentrates on interaction with local clubs and organisations, and crime prevention stands were set up over the course of the Operation distributing information leaflets throughout the community.

On 12 October 2017, as part of an intelligence led operation, local Gardaí searched a premises in North County Dublin, resulting in the seizure of Cannabis plants valued at €30,000, a quantity of Amphetamine valued at €1,000, and the arrest of three suspects. During the course of a follow-up search on 13 October 2017 in South Inner City Dublin, Cannabis Herb with an estimated value of €240,000 was seized, with a further suspect arrested. Two individuals are currently before the Courts.

On 18 October 2017, the Laois/Offaly Divisional Drugs Unit, assisted by local Gardaí investigating organised criminal activity in the Midlands area conducted an operation on a property in Geashill, Offaly, resulting in the seizure of Cocaine and Cannabis with a combined estimated value in excess of €1m (pending analysis), as well as a firearm and ammunition. A suspect was arrested at the scene and is currently before the Courts.

On 20 and 21 October 2017, An Garda Síochána participated in the national speed enforcement operation; 'Slow Down', supported by the Road Safety Authority and other stakeholders, for a 24 hour period, from 7am on Friday 20 October to 7am on Saturday 21 October 2017. During the 24 hours of Operation 'Slow Down', Gardaí and GoSafe colleagues checked the speed of 140,223 vehicles, and detected 225 vehicles travelling in excess of the applicable speed limit.

On 23 October 2017, Gardaí from a number of areas, including specialist armed personnel, responded to reports of an armed male who had committed a number of crimes in the Tallaght area earlier that morning. A full scale operational search was carried out, resulting in the arrest of the suspect, and the recovery of a firearm at Citywest Shopping Centre. One individual is currently before the Courts.

On 24 October 2017, Gardaí from the local District Drugs Unit were on mobile armed patrol in Finglas, Dublin 11, as part of Operation Hybrid when they observed a male acting suspiciously. This male subsequently fled into a number of gardens. Following a short pursuit the male was arrested, having

been found in possession of a rucksack containing two handguns and a quantity of ammunition. A set of keys was also discovered on the suspect and following a search of the area, Gardaí discovered a stolen car parked nearby, associated with the keys. One individual is currently before the Courts.

Note: All Statistics provided are provisional, operational and subject to change.

Appendix D



New Entrance to Custody Suite in rear yard



New Custody Suite corridor with six interview rooms, search room, doctor's room, forensic room and storage



New 'Member in Charge' Room



New Disc Storage Room

Appendix E

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.												
	2017												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2017
Assistant Commissioner		1		1		1							3
Chief Superintendent	1	1				1			2			1	6
Superintendent			1			1		2	4	1		2	11
Total	1	2	1	1	0	3	0	2	6	1	0	3	20

Appendix F

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks
Data as at the end of October 2017

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	8	9									0	9	-1
Chief Superintendent	45	42	1								1	43	2
Superintendent	166	164	2					1		1	0	164	2
Total	219	215	3	0	0	0	0	1	0	1	1	216	3