# An Garda Síochána

# Monthly Report to the Policing Authority

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

**April 2017**

*Seirbhísí gairmiúla póilíneachta agus slándála a sholáthar le hiontaoibh, muinín agus tacaíocht na ndaoine ar a bhfreastalaímid*
*To deliver professional policing and security services with the trust, confidence and support of the people we serve*

## 1 Finance

**Procurement**

- The Garda request for tender for conducting an Organisation Cultural Audit closed on 9 March 2017 and the evaluation process is underway. The evaluation team includes representatives from Procurement, the Garda Síochána Analysis Service and a Defence Forces representative.
- The Office of Government Procurement (OGP) launched the new Health & Safety training framework in late March 2017. Garda requirements are being managed by the Garda College.
- The OGP Occupational Health Services tender competition closed on 31 March 2017 and received submissions will be evaluated by OGP and other public sector representatives, including An Garda Síochána.
- A tender competition for additional accommodation and classroom facilities for the Garda College was recently completed and the contract was signed by the OGP and the Garda College on 31 March 2017.
- Following receipt of the Interim Audit Report on Financial Procedures in the Garda College, a high-level Steering Committee chaired by the CAO was appointed to oversee the implementation of the recommendations. The Team will liaise with Procurement Section and OGP to develop a Framework for Procurement for all ancillary services in the Garda College.
- The OGP published a tender for tyres and related services on 6 March 2017 and An Garda Síochána will be a significant purchaser under this framework.

**Estate Management**

**Development of the 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. On 13 March 2017, the State Architect (OPW) made a presentation in relation to the Military Road scheme to Assistant Commissioner Special Crime Operations (SCO) and senior management in charge of Garda Bureaus/Units based at Harcourt Square and a follow up meeting is arranged for 10 April 2017.

**Meeting between the Garda Commissioner and the OPW Chairman on 24 March 2017**

A range of issues were discussed at the meeting, including:

- Replacement facility for Harcourt Square at Military Road, Dublin 8.
- New Garda Stations announced under the Garda Capital Investment Programme 2016-2021.
- New accommodation needs as a consequence of the expansion in An Garda Síochána to 21,000 by 2021 in line with the Government Decision of July 2016.
- Accommodation at Garda Headquarters and the Garda College.
- The organisational imperative to provide PEMS Stores for the storage of property and evidential material in the five Garda Divisions that do not currently have a PEMS Store.

**New Garda Stations under construction – Kevin Street, Wexford and Galway**

Project team meetings with the OPW were held in relation to the major Garda Station projects on site at Kevin Street, Wexford and Galway. Kevin Street and Wexford are expected to be completed in Q3 2017 with Galway scheduled for completion in Q4 2017.

**Garda Capital Investment Programme 2016-2021**

- Tender documents are being prepared to issue for a number for other Garda projects. This includes a tender for the refurbishment of Tralee Garda Station. This was returned on 10 February 2017 and is being assessed by the OPW. It is expected that the contract will be awarded in April.

- The contract for the development of a custody suite at Henry Street Garda Station was awarded on 9 March 2017 and the works commenced in April 2017.
- Work with the OPW is ongoing to develop proposals to improve accommodation at a number of Stations including Glanmire, Bailieboro, Bridewell (Dublin) Portlaoise, Newcastlewest and others included in the Capital Investment Programme 2016-2021.

**Awards**

The Facility and Energy Management Team at Garda Headquarters was the winner of the Public Sector Facilities Management Project of the Year 2017 for waste management at Garda Headquarters, the Garda College and other selected centres. An Garda Síochána is the first police service to achieve ISO50001 for best practice energy management incorporating Exemplar, an effective environmental strategy across the Organisation. This builds on the Organisation's success as winner of the National Procurement and Supply Chain Green Project 2016, SEAI Public Sector finalist 2016 and Green Awards Public Sector finalist 2016.

Since 2009, the environmental strategy has generated verified savings of €12.5 million and a reduction of 2353 tonnes (28%) in the Organisation's carbon footprint.

**Fleet Management**

**Strength of Garda Fleet, broken down by Type as at 04/04/2017**

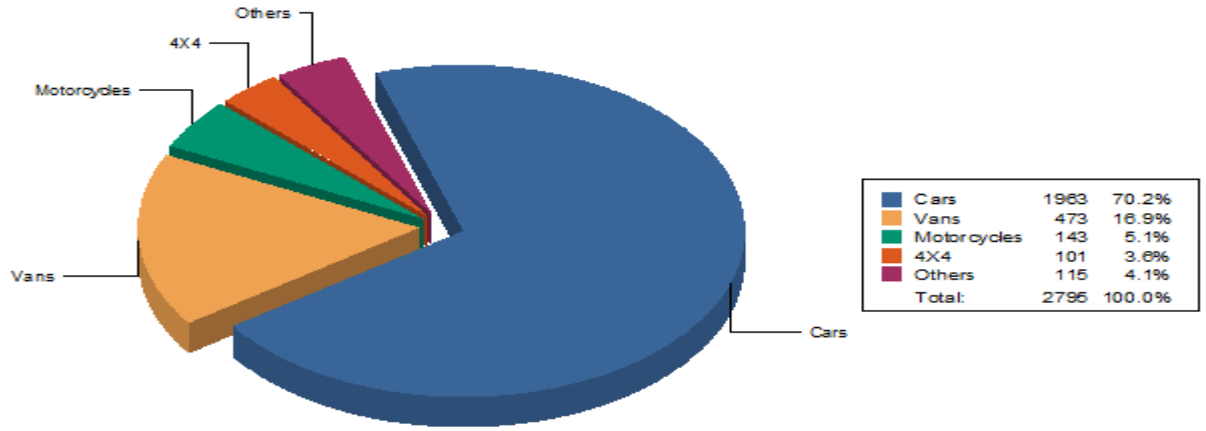
| Cars | | | Vans | Motorcycles | 4 x 4 | Others | Total |
|---|---|---|---|---|---|---|---|
| Marked | Unmarked | Total | Total | Total | Total | Total | |
| 794 | 1,169 | 1,963 | 473 | 143 | 101 | 115 | 2,795 |

**Strength of Garda Fleet, broken down by Age as at 04/04/2017**

| | Cars | Vans | Motorcycles | 4 x 4 | Others | Total | % of Total |
|---|---|---|---|---|---|---|---|
| **Total** | 1,963 | 473 | 143 | 101 | 115 | 2,795 | 100% |
| **< 1 year** | 299 | 131 | 35 | 23 | 34 | 522 | 19% |
| **1 – 2 years** | 279 | 59 | 28 | 16 | 25 | 407 | 15% |
| **2 – 4 years** | 710 | 52 | 20 | 0 | 11 | 793 | 28% |
| **4 – 6 years** | 104 | 94 | 10 | 7 | 5 | 220 | 8% |
| **> 6 years** | 571 | 137 | 50 | 55 | 40 | 853 | 31% |

Vehicle age is calculated from date of commission.

**Strength of Garda Fleet, broken down by Type as at 04/04/2017**



## 2 Human Resources and People Development (HRPD)

- The current Garda strength is 13,039 and civilian strength is 2021.172 (whole-time equivalent). A full breakdown by rank and grade is outlined at Appendix A.
- The Garda Trainee recruitment campaign continues with the next attestation due to take place on 24 April 2017.
- It is anticipated that retirement numbers for this year will reach approximately 300.
- Work on bringing in the additional sanctioned civilian personnel is continuing.
- The post of Executive Director Strategy and Transformation was advertised by PAS on 31 March 2017 along with the Chief Medical Officer post. The second Executive Director level post will be advertised shortly. Appointments to the remaining posts are progressing from both internal and external panels.
- €8m was provided in the 2017 Garda Pay Budget for recruitment of 500 civilian staff this year.
- Details of numbers and vacancies in specified ranks are attached at Appendices B and C.

## 3 Information and Communications Technology (ICT)

The following projects were deployed to the Live Environment;

- **Reporting Services**: The release has been successfully deployed into the Live Environment as of 21 March 2017 which encompassed updates to 16 reports as listed below;

    - Interim Governance Summary Extract (RPT_GOV003)
    - Management Dashboard (RPT_GOV001)
    - Governance Extract (RPT_GOV002)
    - Incidents Overdue for Review Report (RPT_INC006)
    - Investigation Activity Summary (RPT_KPI001)
    - PAF Incident Report (RPT_INC003)
    - Summary Merge Requests awaiting Approval Report (RPT_MGR002)
    - Detail Merge Requests awaiting Approval Report (RPT_MGR003)
    - Intel Entity Report (RPT_ENT009)
    - GISC Incidents Report (RPT_GISCI001)
    - GISC Incident Review History Report (RPT_GISCI002)
    - GISC Incident Audit History Report (RPT_GISCI003)
    - Remove letters to crime victims not issued (RPT_INC008)
    - Summon Activity Summary (RPT_KPI007)
    - Summon Activity Extract (RPT_KPI008)
    - FCNs Statistics Report (RPT_FCPS_090)

- **Quarterly Patching** was deployed in the Live Environment on 28 March 2017. This included a number of Microsoft Security updates and additional net installations on all clients and PULSE/FCPS Servers.
- **ERC1**: An interim solution to enable calls for dispatch services to be logged and updated was upgraded on 27 March 2017. The release included updates to selectable fields in the application.

**Modernisation and Renewal Projects**

**GoAML:** This is a software application provided by The United Nations Office on Drugs and Crime (UNODC) for Financial Intelligence Units to counter Terrorist Financing and Money Laundering. ICT is currently working closely with The Garda National Economic Crime Bureau to coordinate the installation of this product into our production environment. Target completion date is 31 May 2017.

**Enterprise Content Management (ECM):** ICT is implementing an ECM solution which will replace the File Share and future proof An Garda Síochána's content management requirements. The project is complete from an ICT perspective with the focus now moving to implementation. A vendor led training approach has been agreed for Phase 1 rollout of the ECM solution to Mullingar, Athlone and Naas Districts with live usage planned to commence in Q3 2017. The learning from Phase 1 will inform Phase 2 wider rollout and training approach to the remainder of the Organisation. Sign off of the Classification and ECM Usage Policies are being progressed for commencement of Phase 1.

**Rosters and Duty Management:** ICT is implementing a Rosters & Duty Management System to replace the existing paper based system. A mobilisation workshop was completed on 15 March 2017. The Project Initiation Document (PID) has been finalised and was presented to the Programme Board on 19 April 2017. The duration of this project is due to be 10 months.

**PRÜM:** This project will implement enhancements to the Automated Finger Printing System to step up cross-border cooperation in relation to terrorism, crime and illegal immigration**.** Contracts have now been signed and ICT are in the process of mobilising a team. The project is due to commence in the before the end of April and is expected to take between 9 and 10 months to complete.

**Schengen:** This project allows information exchanges between national border controls, customs and police authorities on persons and property. The PID is in progress and a number of meetings have taken place with eu-LISA[1]. An ICT team was mobilised and project manager appointed.

## 4 Corporate Communications

**Garda Reserve Campaign:** A campaign to encourage people to join the Garda Reserve was launched in March via PR, online and national and local radio. The campaign focused on the positive experiences of Garda Reserve members. Members of the Reserve participated in interviews on local media and videos were produced for careersportal.ie.

**Streetwise Public Awareness Campaign** continued during March 2017. Aimed at persons from 18 to 39 years, it reminds the public to be mindful of personal safety and property when socialising. 'Dancing with the Stars' contestant Thalia Heffernan was the campaign's ambassador. Thalia, speaking about her experience of being mugged and the value of Garda advice received widespread coverage. An associated advertising campaign on digital media, bus stops, rail stations and in public houses also ran for the month. Digital media advertising was timed to appear when people were preparing to go out for the night. The impact of the campaign will be evaluated using the Public Attitude Survey and media analysis.

**Other Garda Síochána coverage included:**

- Public Safety work at St. Patrick's Day events (RTE and TV3)
- Domestic Violence (RTE Documentary)
- Cybercrime (Newstalk)
- Cross-Border Crime Prevention (BBC)
- Policing Inner-City Dublin (Evening Herald and Irish Sun)
- The Criminal Assets Bureau's role in tackling organised crime (Irish Examiner and Irish Sun)
- The work of the Serious Crime Review Team (The Journal)

[1] European Agency for operational management of Large-Scale IT Systems; freedom, security and justice

**Digital communications**

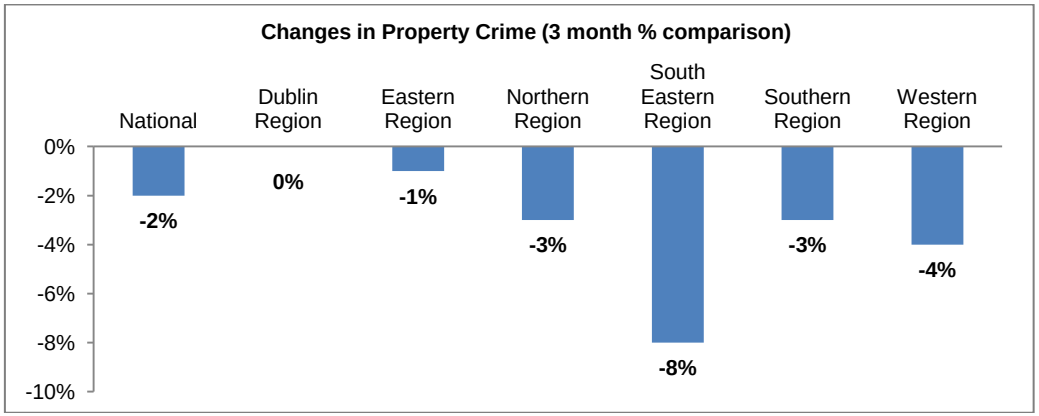
- Total social media audience is now approximately 550,000 – the largest in the public sector.
- A new electronic media monitoring system was introduced which has reduced the time taken to compile press clippings and has simplified the process of analysing newspaper coverage.
- The new design of the Garda.ie website is completed. Content is being migrated from current site to the new site and updates made where needed. The new site will be live in Q2 2017.

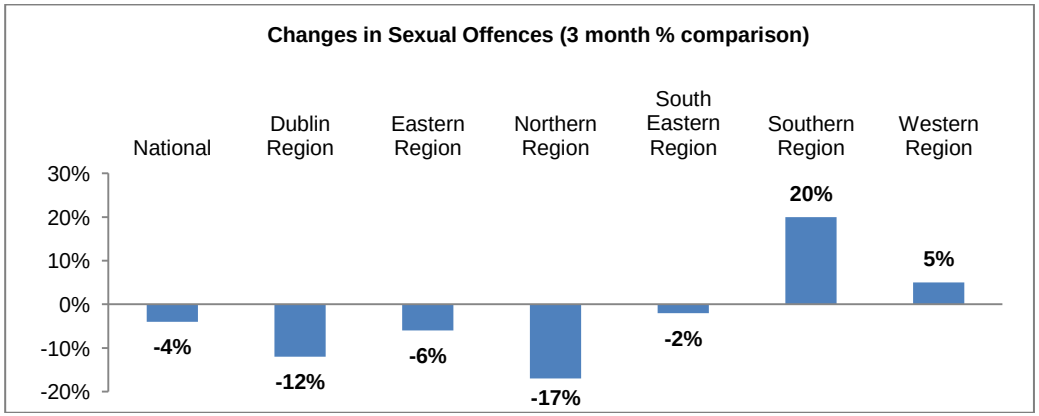
## 5 Crime Trends

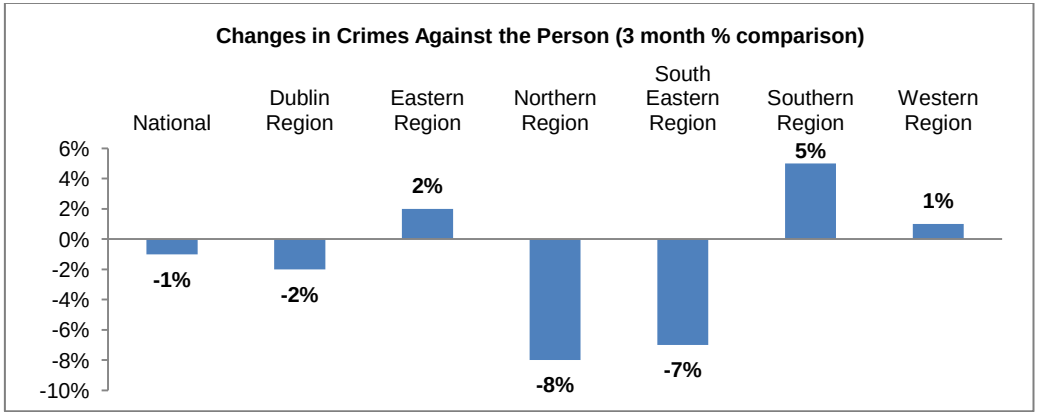
### National Overview

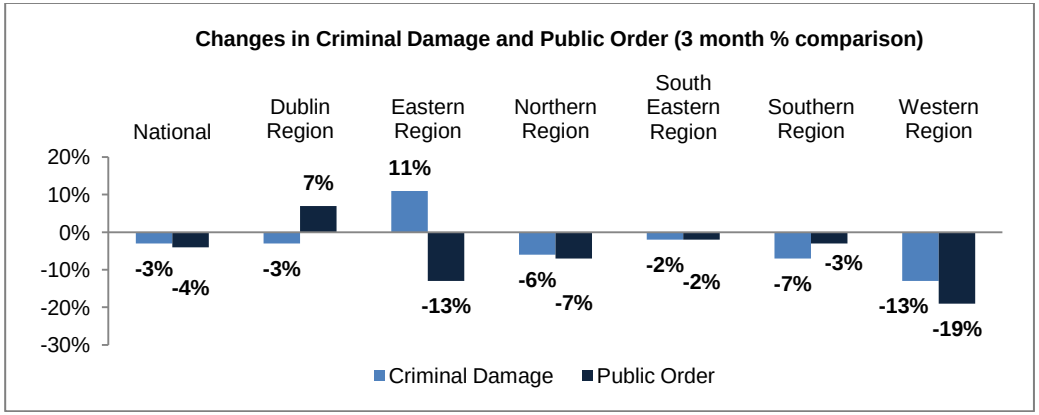
In March there was an increase in incidents of non-violent property crime (burglary, theft) and a slight increase in incidents of violent property crime (robbery). Overall, total property crime is down 2% in the first quarter of 2017 compared to the same period last year. Incidents of minor assault and assaults causing harm increased this month (shorter term trends should be interpreted cautiously). Total crimes against the person are down 1% in the three month comparison. Nationally, total recorded sexual offences decreased in Q1 2017 compared to Q1 2016. Criminal damage and public order offences are running lower in the first quarter of 2017, than over the same period last year. Fatal traffic collisions were 8% higher in the year to date.

***Note:*** *Crime 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 the annual reports.*



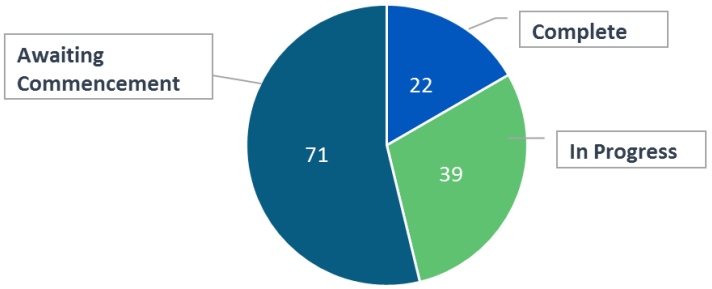



# MRP Projects March Summary Status

**There are 132 projects aligned to the Modernisation & Renewal Programme.**

**All Projects are categorised on the Programme Plan. 39 Projects are currently in progress as part of the Modernisation & Renewal Programme.**




**Changes since February**

| Awaiting Commencement | In Progress | Complete |
|---|---|---|
| 0 | +1 | -1 |

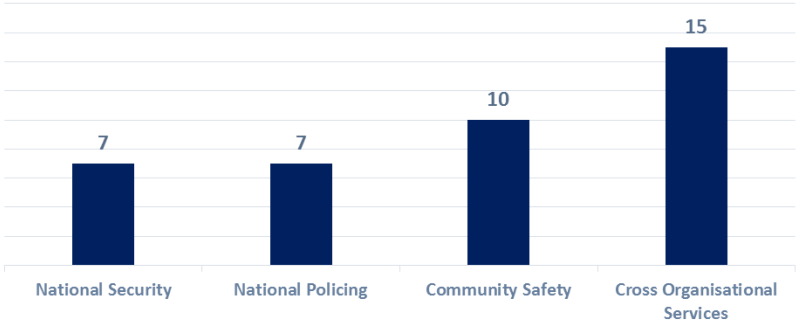
*Changes: HR Strategy added*

# In Progress Projects Summary Status

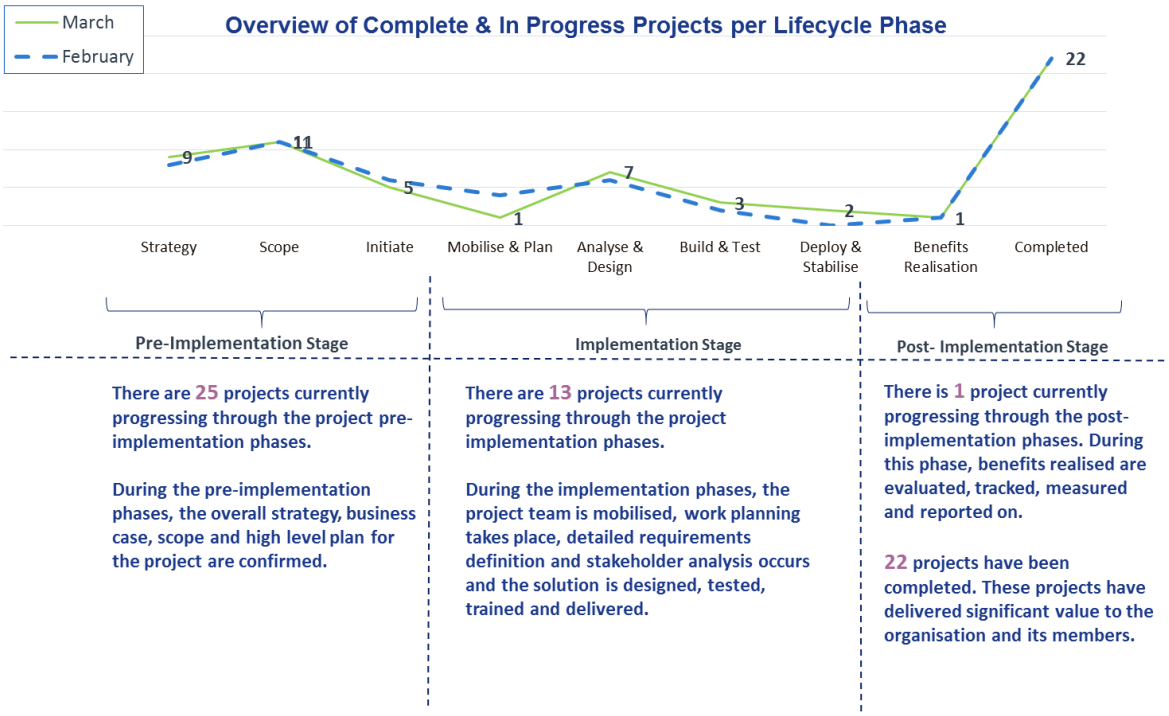
**All In Progress projects are classified as Red, Amber, Green or Blue based on a number of factors including schedule, cost, scope, resources, risks and issues.**

| Critical | Under Control | On Track | Inactive |
|---|---|---|---|
| 10 | 11 | 18 | 0 |

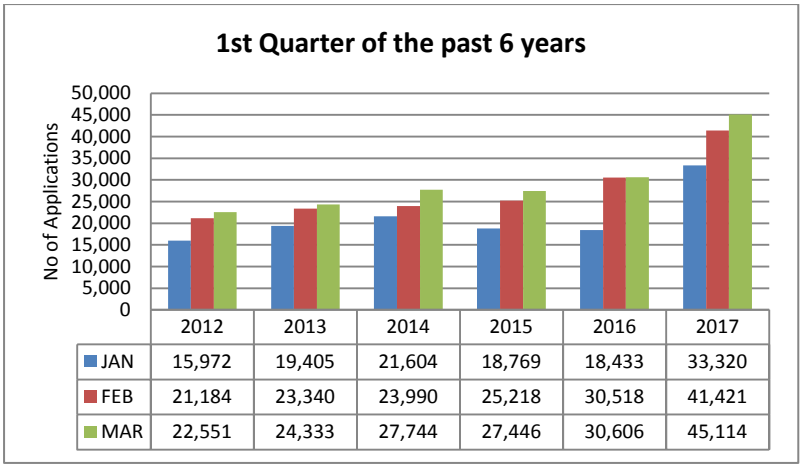
**All In Progress projects are assigned to one of the four Programme Boards introduced as part of the Modernisation & Renewal Programme, as detailed below**



# In Progress Projects Summary Status




## 7 National Vetting Bureau




| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| JAN | 15,972 | 19,405 | 21,604 | 18,769 | 18,433 | 33,320 |
| FEB | 21,184 | 23,340 | 23,990 | 25,218 | 30,518 | 41,421 |
| MAR | 22,551 | 24,333 | 27,744 | 27,446 | 30,606 | 45,114 |

Fig.1

**Fig 1 illustrates the quarter 1 returns of applications received over the last 5 years.**

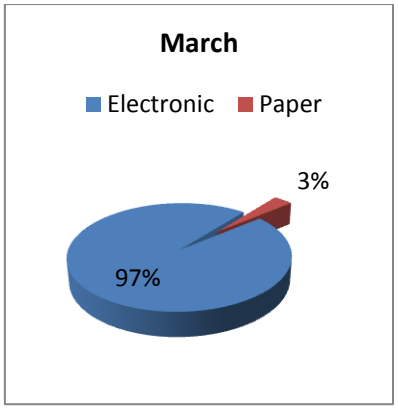
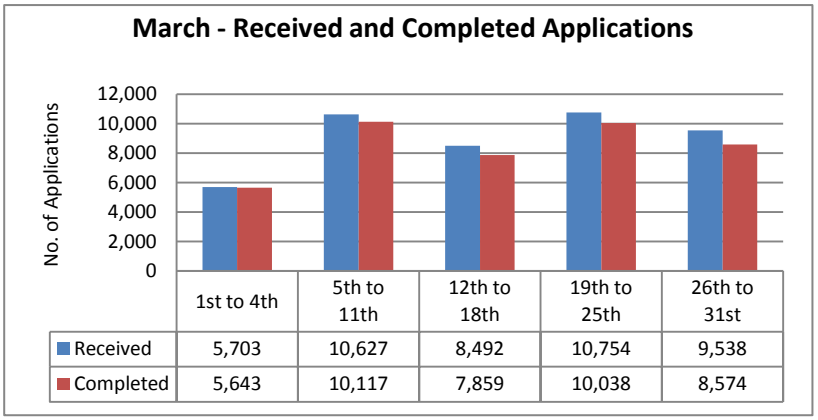



Fig. 2

**Fig. 2 illustrates the breakdown of how vetting applications were received in March 2017**




| | 1st to 4th | 5th to 11th | 12th to 18th | 19th to 25th | 26th to 31st |
|---|---|---|---|---|---|
| Received | 5,703 | 10,627 | 8,492 | 10,754 | 9,538 |
| Completed | 5,643 | 10,117 | 7,859 | 10,038 | 8,574 |

Fig. 3

**Fig. 3 illustrates the weekly number of applications received and completed in in March 2017**

## 8 Risk Management

### Implementation of *'Revised Approach to Risk Management'* in An Garda Síochána

- An Garda Síochána introduced a formal risk management process in March 2010.
- Following a comprehensive review undertaken in 2015, a *'Revised Approach to Risk Management'* was implemented on 31 March 2017, as a Phase 1 priority initiative under the Modernisation & Renewal Programme 2016-2021.
- The benefits of the revised approach include:

  - reduced likelihood of crises developing
  - greater accountability and transparency through enhanced governance
  - enhanced ability to achieve strategic objectives and goals and better decision-making.

- A Risk & Policy Governance Board was established to oversee and provide strategic direction with respect to risk management and the management of policy in An Garda Síochána. The Board will ensure that corporate risks are managed and mitigated effectively to enable An Garda Síochána to achieve organisational objectives.
- Ten corporate risks were identified and approved by the Risk & Policy Governance Board during Quarter 1 2017 and Corporate Risk Owners were assigned to manage each risk.
- A *'Risk Champion Network'* was established to assist with the implementation, coordination, management and support of risk management across all areas of An Garda Síochána.

## Appendix A

## Human Resources and People Development (HRPD)

| Rank | Strength at 31 March 2017 |
|---|---|
| Commissioner | 1 |
| Deputy Commissioner | 2 |
| Assistant Commissioner | 8 |
| Chief Superintendent | 42 |
| Superintendent | 164 |
| Inspector | 305 |
| Sergeant | 1,927 |
| Garda | 10,590 |
| Sub - Total | **13,039** |
| Career Breaks (incl ICB) | 201 |
| Work-sharing* | 49.5 |
| Secondments (Overseas etc) | 18 |
| Maternity Leave | 116 |
| Unpaid Maternity Leave | 35 |
| **Total** | **12,619.5** |

**Civilian Strength as at 31 March 2017**

| 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 | 4 | Exec Director ICT | 1 | Carpenter | 1 |
| Professional Accountant Grade II | 4 | Director | 1 | Charge hand | 1 |
| Professional Accountant Grade III | 1 | PO* | 6 | Plumber | 1 |
| CMO | 1 | AP** | 28 | Traffic Warden | 6.5 |
| Assistant CMO | 1 | HEO*** | 80 | Coffee Shop Attendant | 0 |
| Occupational Health Physician | 1 | EO **** | 126.631 | Driver | 15.8 |
| Nurse | 3.8 | SO/DFO | 169.086 | Store man | 4 |
| Photographer | 3 | CO | 1304.765 | Store Officer | 1 |
| Cartographer | 2 | Supt. of Cleaners | 1 | Groom | 1 |
| Telecoms Technician | 17.6 | Cleaner | 149.68 | | |
| Examiner of Maps | 1 | Service Attendant | 31.47 | | |
| Head of Legal Affairs (Director level) | 1 | Seasonal Cleaner /SA | 7.24 | | |
| Accident Damage Co-ordinator | 1 | Service Officer | 7 | | |
| Technical Supervisor | 0 | | | | |
| Workshop Supervisor | 1 | | | | |
| *Total* | **61** | | **1915.872** | | **44.3** |

* 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: 2021.172 (whole-time equivalent)**

## 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. | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 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 | | | | 1 | | | 2 | 6 |
| Superintendent | | | 1 | | | 1 | | 1 | 2 | | | 2 | 7 |
| Total | 1 | 2 | 1 | 1 | 1 | 2 | 0 | 1 | 3 | 0 | 0 | 4 | 16 |

## Appendix C

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

| Rank | ECF | Position at end of last month | Appntd in Month | Career Break | | Resig-nations | Retirements | | Demotions | Conseq. vacancies | Net Change Increase (+), Decrease (-) | Total at end of Month | Total no. of vacancies at end of Month |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Comm enced | Return | | Com-pulsory | Volun-tary | | | | | |
| **AC** | ***8*** | 7 | 1 | | | | | | | | 1 | 8 | **0** |
| **C/Supt** | ***45*** | 43 | 0 | | | | | | | 1 | -1 | 42 | **3** |
| **Supt** | ***166*** | 165 | 0 | | | | | 1 | | | -1 | 164 | **2** |
| **Total** | ***219*** | 215 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | -1 | 214 | 5 |

**AC: Assistant Commissioner**
**C/Supt: Chief Superintendent**
**Supt: Superintendent**
**Conseq: Consequential**