



ANNUAL REPORT  
**Policing Plan**  
AN GARDA SÍOCHÁNA  
**2024**

## NATIONAL POLICING

YEAR-END TARGET	PROGRESS MADE
<p><b>Pillar 2: Tackling Crime &amp; Preventative Policing</b></p> <p><b>Target: 2.1 Proactively identify, target and disrupt crime at all levels, including new and emerging crime types</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>The Garda National Crime Bureaus under this target continued to proactively identify, target and disrupt crime at all levels, including new and emerging crime types throughout 2024. The following operational activities were conducted throughout the year:</p> <p>The Garda National Drugs and Organised Crime Bureau conducted operational activities around seizing illegal firearms, drugs and cash, and arrests in connection to these investigations. Monitoring and deployment also continued when required with regard to threat to life interventions.</p> <p>The Garda National Cyber Crime Bureau (GNCCB) continued to disrupt, identify and target cybercrime in all its facets. The Bureau conducted inter-agency and Law Enforcement engagements, enhancing GNCCB's ability to proactively target cybercrime and combat online and offline Child Sexual Abuse Material and child exploitation in line with its goals and EMPACT priorities for 2022-2025.</p> <p>The Garda National Immigration Bureau engaged with UK authorities on the issue of rising numbers of foreign nationals claiming asylum. The detection and disruption of clandestines entering Ireland improved with the acquisition of ClanTect scanners. Operation Sonnet also proved successful in providing intelligence to identify targeted activities through covert operations such as checkpoints.</p> <p>The Garda National Economic Crime Bureau (GNECB) conducted operations and days of action, participating in Operational Actions under the EMPACT Operational Action Plan and Operation Stargrew. GNECB also contributed to awareness campaigns in the area of Investment Fraud awareness with initiatives such as FraudSMART.</p> <p>The Garda Síochána Analysis Service (GSAS) continued to support large-scale operations such as Thor, Tara and Táirge successfully in 2024.</p> <p>A revised Operation Thor dashboard became available to all members of Inspector rank and above nationwide. The dashboard details trends relating to burglaries such as time of the year and entry methods.</p> <p>GSAS routinely provided internal operational reporting to support Operation Tara and analytical reports on retail theft in relation to Operation Táirge in 2024.</p> <p>The Operation Táirge dashboard went live in 2024 nationwide providing specific users access to data relevant to their geographical responsibilities.</p> <p>The Garda National Crime Bureaus have made good progress in the development of IT initiatives to support the disruption of crime and the identification of new and emerging crime trends. Combatting crime is an ongoing process and therefore considered partially achieved.</p>

YEAR-END TARGET	PROGRESS MADE
<p><b>Pillar 2: Tackling Crime &amp; Preventative Policing</b></p> <p><b>Target: 2.2 Enhance our capacity and capability to address crime through coordination, collaboration and information-led approaches</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>The National Crime and Security Intelligence Service Framework (NCIF) pilot continued at operational level within the Eastern and Southern Regions. The 'Operational Effectiveness Evaluation' of the NCIF is ongoing.</p> <p>The Garda National Drugs and Organised Crime Bureau (GNDOCB) collaborated in several international co-ordinated operational meeting/ activities related to a number of ongoing investigations. The Bureau expanded on its internal, national and international collaborations, attending drug enforcement related conferences.</p> <p>The Garda National Cyber Crime Bureau (GNCCB) continued training throughout the year with GETS eLearning modules and practical, experiential and CEPOL training. The Cyber Safety office provided up to date cyber safety information and practical advice on investigating cybercrime through the GNCCB Newsletter. Accommodation was secured to establish the GNCCB Cavan Hub and fit-out will continue in 2025. The Cyber Safety Office oversaw the release of the cybercrime eLearning program on GETS for all personnel providing a comprehensive guide to cyber investigations, search and seizure, forensics practices and the work of GNCCB. GNCCB assisted in the provision of training to 12 Garda members in mobile device forensic training and Cellebrite Certification facilitating Garda members the ability to analyse mobile phones utilising top-tier examination software.</p> <p>Case Management continued to be a priority at GNCCB, and the caseload was reduced by 50 cases during 2024.</p> <p>The transfer of remaining immigration duties from An Garda Síochána to Immigration Service Delivery (ISD) has been completed. Enabling Garda Immigration Officers to transition to operational policing roles and to concentrate on other immigration matters such as multi-agency workplace inspections, outstanding deportations, non-nationals involved in crime.</p> <p>The Border Management Unit has assumed full responsibility for the processing of asylum applications at Dublin Airport.</p> <p>GNECB collaborated with relevant stakeholders, in the public and private sector, working in partnership to prevent and detect fraud and cyber-enabled crime. GNECB also delivered internal and external training to probationer Garda members and at the Criminal Intelligence Officers Conference.</p>

YEAR-END TARGET	PROGRESS MADE
<p><b>Pillar 3: Victims &amp; the Vulnerable</b></p> <p><b>Target: 3.1 Work in partnership to provide victims of crime with appropriate services and supports, with a particular focus on domestic, sexual and gender-based crime</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>By the end of 2024, the Garda National Protective Services Bureau (GNPSB) had completed a number of iterations of training and knowledge to operational ranks in relation to prosecutions of domestic abuse orders.</p> <p>Positive progress was realised in GNPSB with the continued expansion of the High Risk Victim Support Programme. Completion of the roll-out of this programme is scheduled to take place in 2025, ensuring availability of this Programme to high risk victims of domestic abuse across the country.</p> <p>Media campaigns throughout 2024 strengthened the awareness of domestic abuse and coercive control including engagement with the press to encourage victims of Domestic Abuse and Coercive Control to come forward, participation in 'Go Purple Day', the Garda podcast which highlighted the important work carried out in respect of domestic, sexual and gender-based violence and 16 Days of Activism against Gender Based Violence annual campaign.</p> <p>Mandatory 7-day Domestic Victim call backs remained high throughout 2024, averaging of 74% as of year-end.</p> <p>Bespoke training was delivered to 370 Garda members, working in the Divisional Services Protective Unit (DPSU) across the country. Subsequently, seminars were delivered to front-line Operational Gardaí dealing with sexual crime, domestic abuse and intimate image abuse.</p> <p>Recommendations from the O'Malley Report, in relation to domestic violence and abuse were actively pursued and monitored throughout 2024.</p> <p>An Garda Síochána continued to support our partners in the Barnhaus project by participating in the Barnhaus National Agency Steering Committee throughout the year.</p> <p>Work on policy and procedure documents for the Victims Policy by the Garda Victims Liaison Office (GVLO) is continuing.</p> <p>In 2024, the GVLO commenced work with ICT, in regard to the Victim Assessment Screen and Incident Outcomes, to improve records regarding victims opting out of investigations and is carrying forward into 2025.</p> <p>Engagement continued with the Serious Crime Review Garda National Bureau of Criminal Investigation to identify areas of collaborative work, the conducting of multi-agency operations e.g. 'Operation Limelight', raising awareness internally by providing information via the Garda Press Office in relation to organisations providing support to victims and awareness campaigns.</p>



## SECURITY AND INTELLIGENCE

Details of two targets under Pillar 4 are part of the Security Services plan and are reported directly to the Department of Justice.

## COMMUNITY SAFETY

YEAR-END TARGET	PROGRESS MADE
<b>Pillar 1: Community</b>  <b>Target: 1.1 Work in partnership to develop sustainable solutions to address community safety concerns, including the harm caused by drugs</b>  <div>TARGET PARTIALLY ACHIEVED</div>	<p>Divisions engaged in partnerships to address community concerns through the National Policing Framework throughout 2024.</p> <p>A prototype Customer Relationship Management tool, which aligns to GardaSAFE to support community policing, was developed. Close collaboration with ICT infrastructure for testing was ongoing.</p> <p>The Garda National Community Engagement Bureau (GNCEB) continued to determine how the National Community Policing Framework can be integrated into the Garda Operating Model to optimise frontline community policing and support the establishment of Divisional Community Policing offices.</p> <p>GNCEB collaborated with the Department of Justice, the Probation Service and a consultancy firm to develop a revised national offender management model in 2024. The development and implementation of this revised national offender management model will continue into 2025.</p> <p>The procurement process for the purchase 200 mountain bikes concluded in 2024. Delivery commenced at the end of Quarter 4, with distribution of the first cohort to various divisions throughout the country in December.</p> <p>Ten Garda vans were refitted as mobile Garda clinics and delivered to Divisions during 2024. Further exploration for optimal use of the vehicles is ongoing. Each Garda Region was also provided with a large display stand to supplement the Community Engagement vans.</p> <p>The Drug Related Intimidation (DRI) Reporting Programme continued to be rolled out to Regional and Local Drug and Alcohol Task Forces across the country and a national educational awareness programme continued throughout 2024.</p> <p>Garda National Drugs and Organised Crime Bureau engaged with national and international partners in respect of monitoring criminal threats, drug markets and deaths/illnesses by drug-related poisoning.</p> <p>An Garda Síochána also worked closely with the Joint Policing Committees and local policing fora to address the issue of drug misuse including drug-related intimidation with a view to devising an appropriate and sustainable local response to such issues.</p> <p>The launch and implementation of the 'Younger Persons' Plan' and the integration of Community Policing to wider regional structures, which represented a large part of this target, were not achieved. Additional actions were also assigned to An Garda Síochána as part of the 'Children and Young People's Policy Forum' and are currently under review. Therefore, this target was assessed as partially achieved in 2024 and will continue into 2025.</p>

YEAR-END TARGET	PROGRESS MADE
<b>Pillar 1: Community</b>  <b>Target: 1.2 Engage across all communities to deliver a policing service that understands and responds to the diverse needs of society</b>  <b>TARGET PARTIALLY ACHIEVED</b>	<p>In line with our commitment to engage across all communities to deliver a policing service that understands and responds to the diverse needs of our society, the development of a Terms of Reference (TOR), Guidelines on Best Practice, stakeholder engagement for local diversity fora continued.</p> <p>A mandatory Online Cultural Awareness training course was developed in 2024, for progression in 2025. The development of a module on Radicalisation for Garda Diversity Officers is also under consideration.</p> <p>The National Diversity Forum engagement was not realised in 2024. Consideration around the current format is being undertaken, between the Garda National Diversity Unit and Equality, Diversity and Inclusion taking into account the commencement of the Policing Security &amp; Community Safety Act in early 2025.</p> <p>The Garda National Community Engagement Bureau (GNCEB) continued to utilise the Garda Diversity Officer network in 2024 to engage with International Protection Accommodation Services centres nationwide.</p> <p>The Criminal Justice (Hate Offences) Act 2024, which will support engagement work with diverse communities passed all stages in the Oireachtas, and the Act commenced on 31st December 2024.</p>
<b>Enabler 2: Partnerships</b>  <b>Target: E2.1 Work with partners to enhance a multi-disciplinary and ‘whole of service’ approach to keeping people safe</b>  <b>TARGET PARTIALLY ACHIEVED</b>	<p>Several multi-disciplinary initiatives progressed throughout 2024, enhancing community safety and law enforcement responses. The Local Community Safety Partnerships (LCSPs) in Waterford and Longford advanced with notable developments, including the establishment of a support forum in Waterford and the success of the “Kids Court” in Longford. The Dublin Metropolitan Region (DMR) North Central Division continued to engage with LCSP initiatives, with Garda Liaison Inspectors embedded in subgroups tackling drug-related intimidation and community issues. The Community Access Support Team (CAST) pilot in Limerick was successfully launched, with operational structures, training, and staffing completed ahead of its January 2025 rollout.</p> <p>The National Rural Safety Forum strengthened its role in rural policing, with Operation Táirge achieving positive engagement with the retail sector and an increase in Garda access to retail theft data. The Joint Agency Task Force (JATF) focused on immigration and smuggling challenges, improving intelligence-sharing and training in human trafficking. The Major Emergency Management (MEM) Unit recertified 155 Garda members and conducted key emergency response exercises, including Exercise Dexterity, while also progressing interagency reviews and ICT initiatives to enhance emergency response capabilities. Across all projects under target E2.1, An Garda Síochána maintained its focus on collaboration, training, and technological improvements to support law enforcement and community safety initiatives.</p>


YEAR-END TARGET	PROGRESS MADE
<p><b>Enabler 2: Partnerships</b></p> <p><b>Target: E2.2 Explore, develop and embrace opportunities to collaborate across sectors to strengthen our evidence-based approach to service</b></p> 	<p>By the end of Q4 2024, An Garda Síochána advanced its evidence-based approach to officer wellbeing through the 'What Works Network.' Following a Request for Quotation process, Huddersfield University was awarded the research contract to study resilience, mental health, and wellbeing interventions, drawing insights from international policing and first responder practices. The research is expected to inform the next Health and Wellbeing Strategy and its associated actions.</p> <p>Significant progress was made in early November 2024 after the university's personnel completed the necessary vetting. By year-end, three stages of the research plan had been completed, with key check-in meetings held in November and December to track progress. The project remains on track for completion within the agreed timeline.</p>
<p><b>Pillar 3: Victims &amp; the Vulnerable</b></p> <p><b>Target: 3.2 Promote and enforce responsible behaviour on our roads, working in partnership with the Road Safety Authority and other partner agencies</b></p> 	<p>An Garda Síochána remained dedicated to supporting the Government's Road Safety Strategy for 2021 – 2030, to reduce the number of deaths and serious injuries on Irish roads in 2024. The position of target 3.2 is assessed as 'achieved' by year-end, owing to the current status of initiatives under the Road Safety Strategy.</p> <p>The National Road Policing Unit conducted a number of high-profile road safety awareness campaigns National Slow Down Days throughout 2024. The Christmas Road Safety campaign saw 9,973 checkpoints conducted, 5,606 of which were Mandatory Intoxicant Testing Checkpoints. Early detection figures found: 13,573 drivers speeding; 375 seatbelt offences; 1,311 drivers holding a mobile phone while driving, and 939 drivers arrested on suspicion of driving under the influence of alcohol and/or drugs.</p> <p>Formal reviews of fatal collisions were conducted on a weekly basis in 2024. Nationally, the number of fatal collisions in 2024 is 161, which is a decrease of 6% compared to 2023. There were 1,237 serious injury collisions in 2024, a decrease of 8% compared to 2023.</p> <p>Efforts to promote and enforce responsible behaviour on our roads continued with 'Operation Lifesaver' presentations in schools and colleges throughout 2024. Since its inception, 15,000 students have received this presentation.</p> <p>PULSE has been upgraded to include the offence wordings for the new legislation regarding personal powered transport.</p> <p>A new road safety camera procurement process was completed in December 2024 with GoSafe (Road Safety Operations Ireland) being awarded the contract.</p>


YEAR-END TARGET	PROGRESS MADE
<p>Enabler 3: Engagement</p> <p>Target: E3.1 Strengthen internal and external engagement through open and targeted communications</p> <div><div></div><div>✓</div></div>	<p>By the end of Q4 2024, the Public Attitudes Survey successfully expanded its sample size, with all quota targets on track and the 2023 annual report published in both English and Irish. Despite staffing shortages and procurement challenges, proactive engagement ensured survey targets were met, and planning for the 2025-2027 survey cycle progressed, with a contract awarded in Q4. Additionally, integration with Power BI was explored for enhanced data reporting.</p> <p>The Office of Corporate Communications made notable strides in public engagement, issuing over 2,500 press releases, hosting 58 media events, and launching a successful podcast series that ranked in the top 5% globally. Social media initiatives were undertaken such as the Missing Persons Facebook page and distracted driving TikTok videos, enhanced public outreach. Challenges included a 25% staffing deficit and budget constraints for key campaigns.</p> <p>2024 marked a successful year for the Garda Public Attitudes Survey, achieving its largest-ever survey samples and enhancing analytical capabilities while securing continuity for future cycles. Similarly, the Office of Corporate Communications successfully met engagement targets and delivered impactful communications across various platforms, contributing significantly to public awareness and community engagement.</p>

## CROSS ORGANISATION SERVICE

YEAR-END TARGET	PROGRESS MADE
<p><b>Enabler 3: Engagement Target:</b></p> <p><b>E3.2 Respond to the learnings of An Garda Síochána Culture Audit</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>By the end of Q4 2024, progress had been made in the Culture Audit implementation plan. Key initiatives were advanced, including engagement with business owners, leadership initiatives, and health surveys. Updates were gathered from stakeholders, and communication efforts ensured transparency through Newsbeat and the Garda Ethics &amp; Culture Bureau portal. Additionally, preparations for the 2025 Culture Audit were underway, with an initial timeline and schedule agreed upon with Durham University.</p> <p>GECB made notable progress in responding to the findings of the Garda Síochána Culture Audit, the target of fully addressing all identified learnings was only partially achieved in 2024. The Bureau successfully initiated key projects, engaged relevant stakeholders and began implementing the actions outlined in the Culture Audit Implementation Plan. GECB's commitment to addressing the cultural and ethical issues raised in the audit remains evident, with full delivery of the plan remaining achievable in 2025.</p>
<p><b>Pillar 5: Sustainable Change &amp; Innovation</b></p> <p><b>Target: 5.1 Embed the structures required to enhance our organisation's capacity and capability for change, and to support a culture of continuous improvement</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>An Garda Síochána is committed to ensuring the effective and efficient implementation of high-level transition plans from "A Policing Service for the Future" and to realise the future state vision for strategy and transformation in the organisation. This includes enhancing the organisation's capacity and capability for change, progressing priority reform projects, and meeting the requirements of the new Policing, Security and Community Safety Act.</p> <p>Progress was made in priority reform areas which saw the completion of IMS (Investigation Management System) deployment in the Eastern Region and the completion of the rollout of Roster Duty Management System (RDMS) in all regional offices and Garda HQ. The new Garda Board Secretariat was established and recruitment of staff was achieved, along with the announcement of the Garda Board designates in October 2024.</p> <p>Business cases for additional Garda staff to support Strategy and Transformation were approved by the Garda Executive.</p> <p>The Change Support Network roll-out plan for 2024 identified areas of focus such as IMS, RDMS, Microsoft Teams and GardaSAFE in the first half of the year. The focus moved to the proof of concept (POC) for Body Worn Cameras in the second half of 2024.</p> <p>Innovation Strategy workshops took place in 2024 to progress proposed solutions to organisational challenges. The production of the Book of Ideas and Project Register was completed and is with the Executive for approval and will be published in 2025.</p>

YEAR-END TARGET	PROGRESS MADE
<p><b>Pillar 5: Sustainable Change &amp; Innovation</b></p> <p><b>Target: 5.2 Enable, develop and support sustainability across An Garda Síochána through implementation of the Climate Action Roadmap 2023-2030</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>Significant progress was made in advancing An Garda Síochána's sustainability goals and the Climate Action Roadmap 2023-2030, particularly in increasing the number of Electric Vehicles (EVs) and enhancing energy management.</p> <p>The number of EVs increased to a total of 223 by year-end. The network of EV charging stations expanded to 57 locations, with plans for an additional 120 locations in collaboration with the Office of Public Works (OPW).</p> <p>ISO50001 Energy Management training and building accreditation efforts progressed. Lead Auditor and Transport Energy Champion courses were completed in Q3 2024, however, full accreditation rollout will continue into 2025 due to auditor availability.</p> <p>The Climate Action Roadmap document was completed in Q4 2024, ensuring a structured approach to environmental sustainability.</p> <p>2024 marked a year of steady progress in An Garda Síochána's sustainability efforts, with tangible advancements in fleet electrification, energy management, and climate action planning. However, staffing constraints, funding limitations, and infrastructure dependencies continued to pose challenges.</p>
<p><b>Enabler 1: People and Purpose</b></p> <p><b>Target: E1.1 Enhance our capacity to provide appropriate Human Resources, Training, Learning and Development supports, enabling our personnel to succeed in their role</b></p> <p><b>NOT ACHIEVED</b></p>	<p>By the end of Q4 2024, significant progress was made in shaping An Garda Síochána's People Strategy, with extensive research and benchmarking completed. This work has informed the development of a People Strategy and Action Plan, which will integrate key Equality, Diversity, and Inclusion (EDI) considerations. Additionally, an Institutional Review of the Garda College, conducted by the University of Limerick, was completed, with the final report approved for publication. The findings will be used to refine the Learning and Development Strategy, which is expected to be concluded in Q1 2025.</p> <p>Key advancements were also made in human resource planning and digital transformation. A proposed future HR Operating Model was presented to senior management, followed by a detailed workshop to refine its approach. A Headcount Plan for 2024–2027 was developed and is set to be finalised in early 2025. Meanwhile, the draft business case for a new HR Information System (HRIS) was submitted to the Department of Justice and is awaiting a formal peer review timeline. Workshops gathering HRIS requirements were completed, and the insights gained are guiding the development of a Request for Tender. Efforts to enhance recruitment and diversity outreach have also been expanded, aligning with broader organisational objectives.</p> <p>The chief priority for People and Development in 2024 was talent acquisition. With regard to HRIS, this project was historically delayed due to prioritisation of operational ICT. Resourcing for the Garda College is inclusive of People and Development Operating Model which is currently being implemented. With regard EDI, An Garda Síochána have yet to secure specialist EDI resources and the development of the HR Strategy was a priority in the same period.</p>

YEAR-END TARGET	PROGRESS MADE
<p><b>Enabler 1: People and Purpose</b></p> <p><b>Target: E1.2 Support the occupational health and wellbeing of our personnel through the implementation of An Garda Síochána Health and Wellbeing Strategy</b></p> <div data-bbox="158 600 544 636">  </div>	<p>By the end of Q4 2024, An Garda Síochána had made substantial progress in delivering health and wellbeing initiatives under the Health and Wellbeing Strategy (2021–2025). A key milestone was the expansion of the Mental Health First Aid (MHFA) Programme, which trained over 2,200 Garda personnel through workshops led by internal facilitators. Additionally, the Health Needs Assessment Survey was successfully conducted, with results set for review in Q1 2025 to inform the development of the next Health and Wellbeing Strategy (2026–2030).</p> <p>The Keeping Our People Safe (KOPS) Wellbeing App underwent a full review and was launched with enhanced functionality, including a ‘Help Me Now’ button and a Centralised Resource Hub. Quarterly Health and Wellbeing Stakeholder Forum meetings continued throughout the year, focusing on the implementation of wellbeing initiatives, MHFA training, local Wellbeing Partnerships, and the Garda Physio of Choice Scheme. These efforts have reinforced An Garda Síochána’s commitment to improving staff health and wellbeing across the organisation.</p>
<p><b>Enabler 4: Empowerment &amp; Trust</b></p> <p><b>Target: E4.1 Promote and strengthen professional conduct and ethical behaviour in An Garda Síochána</b></p> <div data-bbox="158 1160 544 1196">  </div>	<p>A total of 1,000 personnel undertook the University of Limerick’s Policing and Human Rights Law Course in 2024, enhancing awareness and implementation of human rights-based practices. A total of 4,000 personnel have now completed the course since its inception. The Applied Suicide Intervention Skills Training pilot was successfully delivered across all four Operational Regions, and a review by the National Office of Suicide Prevention was underway to evaluate its effectiveness. Additionally, work commenced on the Human Rights Strategy 2025–2027, incorporating public input for the first time.</p> <p>The Garda Ethics and Culture Bureau further integrated the Code of Ethics through targeted training, including Governance &amp; Accountability Roadshows and international engagement. Over 4,400 personnel completed the Ethics refresher course, and collaboration with Human Resource &amp; People Development reinforced ethical behaviour through Code of Ethics declarations and reaffirmations.</p> <p>Progress to key policies of the Garda Anti-Corruption Unit such as the introduction of substance misuse testing and the commencement of in-career vetting into An Garda Síochána was impeded due to the delayed commencement of the PSCS Act and non-finalisation of regulations. The Case Management System was also not completed due to non-finalisation of system requirements. Significant progress has been made in relation to the roll out of the Human Rights Course and the Conduct and Ethics Roadshows, therefore this target is considered to be partially achieved.</p>

YEAR-END TARGET	PROGRESS MADE
<p><b>Enabler 4: Empowerment &amp; Trust</b></p> <p><b>Target:</b>  <b>E4.2 Rollout An Garda Síochána Organisational Operating Model</b></p>	<p>The Garda Operating Model is one of the most significant transformations undertaken in the history of An Garda Síochána. The Operating Model involves the restructuring of An Garda Síochána at National, Regional and Divisional levels to better enable the delivery of community policing. The model will also bring increased consistency of high-quality policing services, increase the number of frontline Gardaí and deliver a more localised service to communities.</p> <p><b>TARGET PARTIALLY ACHIEVED</b> </p> <p>As of the end of 2024, 18 Divisions had fully commenced all elements of the Operating Model, i.e. the establishment of Community Engagement, Crime, Performance Assurance, and Business Services Functional Areas.</p> <p>Twenty-one Divisions had commenced and were at various stages of implementing the Business Services Functional Area and 20 Divisions were at various stages of implementing the standardised Performance Assurance Functional Area processes.</p> <p>Three Divisions were remaining to transition to the Four Functional Area model structure (Donegal, Kildare/Carlow &amp; Laois/Offaly).</p> <p>The Operating Model Team commenced planning the sequence of implementation for the ten National Functions and Directorates to develop blueprints and ensure alignment from an Operating Model perspective at National, Regional and Divisional levels.</p> <p>While the Operating Model project made progress in 2024 in terms of its implementation delivery, the target to roll-out the Operating Model to all 21 Divisions was not completed and therefore was assessed as partially achieved.</p>

YEAR-END TARGET	PROGRESS MADE
<p><b>Enabler 5: Information-led Policing</b></p> <p><b>Target:</b>  <b>E5.1 Advance our Data and Technology Vision through implementation of the 2024 ICT Roadmap.</b></p>	<p>The ICT Office of An Garda Síochána aims to ensure the effective deployment of ICT systems, services and solutions to support the delivery of the strategic business goals and to support frontline policing. This includes the ICT 2024 Roadmap, which prioritises the development, deployment and integration of key ICT projects, as part of its Data and Technology Vision. Several modern ICT systems to support frontline policing continued deployment during the year including:</p> <ul style="list-style-type: none"> <li>• There has been significant delivery of IMS across the organisation, the system was enhanced further making it more user and time friendly.</li> <li>• There was a successful Proof of Concept (PoC) deployment of Body Worn Cameras to over 700 members across Store Street, Kevin Street, Pearse Street in the Dublin Metropolitan Region, Henry Street, Limerick and Waterford Garda Stations to support everyday operational policing.</li> <li>• The mobility device project has been fully deployed, almost 15,900 devices have been deployed to frontline policing. This project is now complete.</li> <li>• In 2024 the rollout of RDMS across An Garda Síochána was concluded. This marks the completion of one of the key projects set out under A Policing Service for our Future (APSFF).</li> <li>• GardaSAFE, is now live across the entire organisation and based on feedback a new 'Police Unit History Report' has been added to the functionality of the system which is an auditable report.</li> </ul> <p>A Project Steering Committee for the Human Resource Information System (HRIS), under the chair of Executive Director Human Resources and People Development (HRPD) met with the Digital Government Oversight Unit (DGOU) in 2024. Workshops for requirements gathering took place with HRPD, Garda HRM, the wider Garda Organisation and relevant stakeholders and the drafting of a Request for Tender documentation is ongoing.</p> <p>ICT have achieved a number of goals in 2024 however resourcing levels need to be put in place going forward to ensure that ICT can continue to meet the organisation's demands. As a result target E5.1 is assessed as partially achieved.</p>
<p><b>Enabler 5: Information-led Policing</b></p> <p><b>Target:</b>  <b>E5.2 Leverage improved data quality to progressively expand the use of data assets in operational policing</b></p>	<p>Data Architecture (DA) worked on the development and deployment of a number of applications for transcription and translation of speech (audio) in 2024.</p> <p>The DA team successfully imported the Eircode database into the Data Hub and further datasets from Roster Duty Management System (RDMS) and Juvenile Liaison Office (JLO) were made available via the Data Hub by end of 2024 to support relevant stakeholders.</p> <p>Collaboration continued with the Department of Justice, HR, ICT and GSAS to review the process of publishing Garda personnel figures. GISC is finalising material with the Garda College in relation to additional data quality training for Garda trainees. A Working Group has been established with representatives from across the CIO Branch to develop a Data Culture Strategy including data skills training.</p> <p>DA progress for the year 2024 was strong. The embedding of Incident Outcomes within the organisation will be augmented by the publication of relevant policy and procedures documents, which have been subject to delay. Given competing demands, the planned roll-out of enhanced Data Quality Metrics to regional and divisional Performance Accountability Frameworks did not take place in 2024, therefore this Target is assessed as partially achieved.</p>