



AN GARDA SÍOCHÁNA
ANNUAL REPORT
2018
POLICING PLAN



HIGHLIGHTS OF THE YEAR



new personnel
joined



Garda personnel
trained in Code of
Ethics by year end



returned to the
frontline from
administration duties

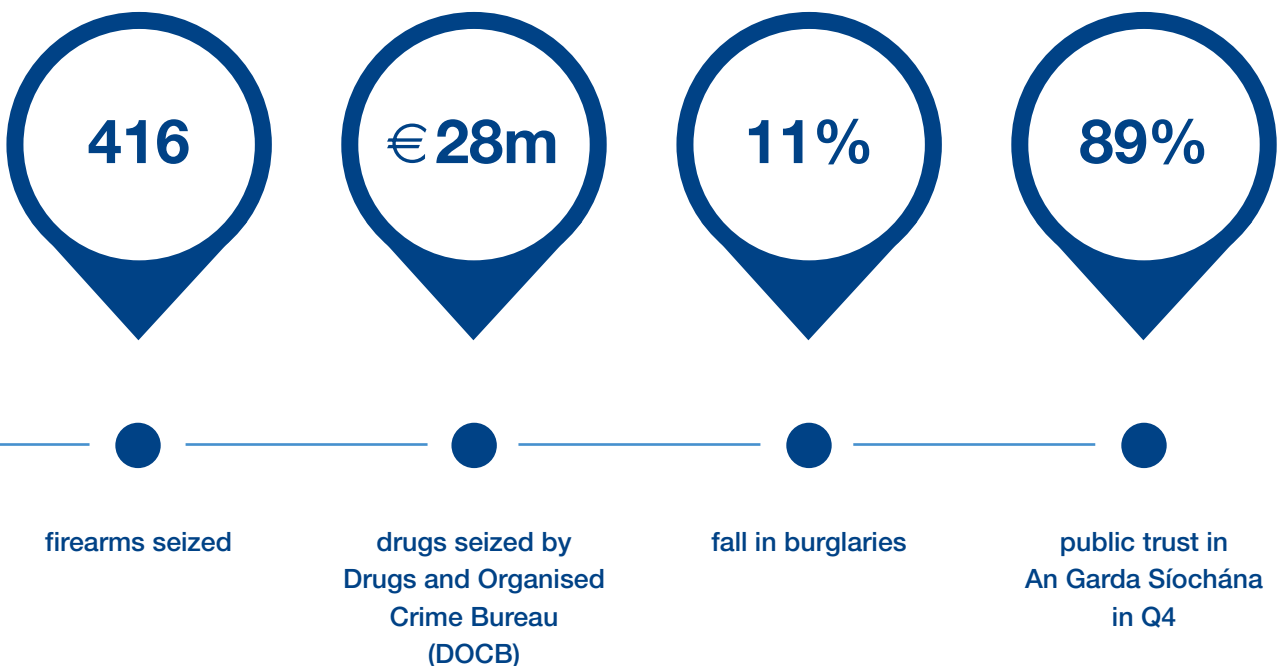


responded to
Cultural Audit

AN GARDA SÍOCHÁNA AT A GLANCE

2018 was another challenging year for An Garda Síochána, but also a positive one. An Garda Síochána can look back with pride on its own role not only in ensuring public safety throughout the country during the last year, but also the vital role the organisation has played through its history and continues to play every day in keeping people safe.

While the last decade has been very difficult for An Garda Síochána, this year saw further investment by Government in the service and many changes for the better. We continue to do things differently. This Annual Report is testament to this. Produced with input from the Policing Authority, it clearly sets out where we met targets, partially achieved them or did not achieve them. In cases where we did not fully achieve our aims, we will address them under our 2019 Policing Plan.



OVERVIEW OF THE 2018 POLICING PLAN

Progress at a glance

Achieved

1b	Human Resources Operating Model
2a	Recruit 800 Gardaí
5	Roster and Duty Management
6	Court Presenters
9b	PALF (Data Quality Goal)
12a	Appoint DP Officer/Unit
13	Centralised Inc. Classification
15a	PULSE Inc. Recording (Process)
15b	PULSE Inc. Rec. (Monitoring)
15c	PULSE Domestic Abuse m/o
15d	PULSE 'Detected' Incidents
17a	Ident. Cultural Audit Issues
18c	Gifts and Hospitality Policy
20	Policy Ownership Matrix
21	Inspection and Review IT
23a	Risk Registers
23b	Sharing Risk Data
24	Prevention of Terrorist Acts
26a	Training in 8 MEM Regions
26b	Emergency Planning Task Force
27b	Critical & Firearms Incident Cmd.
28	International Security Fora
29a	Schengen information Sharing
29c	Mobile Immigration Data
29d	Advance Passenger Information
30	Scanning Security Environment
32	National Cyber Security Desk
33	CJ (Victims of Crime) Act 2017
35a	Div. Protective Services Units
35c	Facilitating SORAM Workshops
36b	Reporting/Detection of Sex Offences
37a	Domestic Abuse Interventions
37b	Reporting of Domestic Abuse
37c	Domestic Abuse Call-Backs

Achieved - continued

38a	Trafficking in Human Beings Training
38b	Identification of victims of THB
39a	Possession/Dist. of Child Pornography
39b	Child Victims of Sexual Abuse
40a	Safeguarding Statement
40b	PULSE Automated Children First
40c	Integrate PULSE/TUSLA NCCIS
42b	Maintain Inc. Level (Burglary)
44c	Fraud Prevention Camp.
44d	Anti-Corruption & Bribery
44e	Corruption/Bribery Conf. Phone Line
44f	Increase in Money Laundering Inv.
45a	Reports to PA on OCGs per Quarter
45d	Increase Detections (Firearms)
45e	European Arrest Warrants Executed
46	Detection Rates Narrative
50	Roads Policing Operations Plan
52	Road Safety Nat. Media Strat.
54a	Geographic Segmentation CP Areas
56a	New Garda Website
56b	Social Media Engagement
59b	Diversity Training
60	J-ARC Recommendations
61	SAOR Implementation
62a	Juvenile Diversion Action Plan
62b	Implement Plan (see 62a)

For full details on delivery of individual initiatives in the 2018 Policing Plan, please visit www.garda.ie

Overview of the 2018 Policing Plan - continued

Partially Achieved

1a	Human Resources Strategy
2b	Recruit 500 Staff
3	Re-assignment of Gardaí
4	Divisional Policing Model
7	Computer Aided Dispatch
8	Investigation Management System
9a	PALF (Individual Reviews)
11	Appoint Chief Data Officer
12b	DP Impact Assessment Plan
16	Enterprise Content Mgt.
18a	Ethics Strategy
18b	Phase 1 of Ethics Training
19	Strategic Planning F/W
25	Financial Intelligence to A/C S&I
27a	Specialist Firearms Procedures
29b	Prüm Information Exchange
31c	Forensic Computer Examination
35b	Domestic Abuse/Sex Crime Risk Ass.
45b	Dev. of Matrix to assess OCGs
47	Enhanced GoAML Function
48	Crowe Horwath Action Plan
49a	Divisional Roads Policing Units
49b	Roads Policing Personnel

Not Yet Achieved

2c	Recruit 500 Garda Reserve Members
10	PMDS Training Commenced
14	GISCB Service Levels
17b	Cultural Audit Strategy
22	Costing the Policing Plan
23c	Gov. Assurance Framework
31a	GCCB Intelligence Function
31b	Cyber Forensic Exam. Units

Not Yet Achieved - continued

34a	Defining Hate Crime
34b	Proc. to Record Hate Crime
34c	Rpt. Hate Crime Campaign
36a	Domestic Homicide Review
36c	Domestic Abuse Interventions
41a	Crime Prevention Officer Procedures
41b	Crime Prevention Mobile Application
42a	Maintain Det. Rate (Assault)
42c	Maintain Det. Rate (Burglary)
42d	Maintain Inc. Level (Robbery)
42e	Maintain Det. Rate (Robbery)
43	Decrease Inc. Level (Assault)
44a	GNECB Regional Liaison
44b	N. Fraud Prevention Office
45c	Increase Detections (S/S Ctrl. Drugs)
51	Multi-Agency Checkpoints
53a	Key Lifesaver Offences
53b	Decrease Road Fatalities
53c	Decrease Serious Injuries
54b	Com. Pol. Personnel Allocation Plan
55a	Garda Reserve Strategy
55b	Garda Reserve Integration
57	Crime Prevention (Vulnerable People)
58a	Plan to Attract Diverse Groups
58b	Implement Plan (see 59a)
58c	ID Barriers to Diverse Groups
59a	Diversity & Inclusion Strategy
63	Major Event Mgt. Review

NATIONAL POLICING

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<p>31a Establishment of a criminal intelligence function within the Garda National Cyber Crime Bureau (end Q2).</p>	<p>This target was not achieved. Recruitment of a full-time Criminal Intelligence Officer (CIO) for the Garda National Cyber Crime Bureau (GNCCB) did not take place as planned. In the interim, one member of the Bureau worked throughout the year on a part-time basis as CIO. A comprehensive business case for additional personnel, accommodation and equipment was developed (including application for the creation of the post of CIO) and was being actively progressed at year-end.</p>
<p>31b Nomination of 2 regions for the establishment of Cyber Forensic Examination Units (end Q1). Establishment of 2 regional units (end Q4).</p>	<p>This target was not achieved. To provide a high quality national support role in guidance and oversight, it was intended to create Regional Cybercrime Units and to expand the national unit. The first regions to receive such units were identified in Q1. Necessary accommodation, finance and equipment costs were identified in Q2. However, funding issues for ICT infrastructure and delays in recruitment, sourcing accommodation and equipment, subsequently delayed their establishment. It is expected that progress in this respect will be made in Q1, 2019.</p>
<p>31c Reduction in the average time required to complete 90% of forensic computer examinations by 25% (end Q4).</p>	<p>This target was partially achieved. Although the target set in the Policing Plan was not met, considerable efforts were made by the GNCCB to reduce processing times for forensic computer examinations. In effect, the target was to have 90% of cases closed within 33 months or less. That target was achieved in Q1 and Q2, and missed by less than 3% in Q3 and Q4. This represents a significant improvement on previous years and efforts to further improve performance in 2019 are presently underway. This initiative was challenging with a reduction in skilled resources during the year, an increased demand for services, and the ever increasing size of digital storage devices.</p>
<p>33 Implementation of the Criminal Justice (Victims of Crime) Act 2017 supported.</p>	<p>This target was achieved. A range of victim-support initiatives were progressed during the year. Those initiatives included ongoing development of improved training for members dealing with victims of crime; communication of information on the Criminal Justice (Victims of Crime) Act, 2017, to personnel; participating in a multi-agency working group on suicide prevention and the drafting of a number of training and guideline documents, which are currently under review and awaiting approval.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>35a Review of Divisional Protective Services Units completed and roll-out plan developed (end Q1), roll-out plan for 2018 implemented and new protective service units operating (end Q4).</p>	<p>This target was achieved. Divisional Protective Services Units (DPSUs) will deliver a consistent and professional approach to the investigation of specialised crime types including sexual crime, human trafficking, child abuse and domestic abuse. DPSUs will also focus on the provision of support for vulnerable victims of crime including enhanced collaboration with the Child and Family Agency to safeguard children. A review of the first DPSUs was complete in Q1. A further review of divisions to identify which were best positioned to establish units was conducted in Q2 and Q3. Six new Divisional Protective Services Units were established in the first week of January 2019 in DMR South Central, Galway, Limerick, Kerry, Kilkenny / Carlow and Waterford divisions. This initiative will be further progressed in 2019.</p>
<p>35b Development of a risk assessment tool for domestic abuse and sexual crime (end Q3).</p>	<p>This target was partially achieved. A risk assessment tool for domestic abuse and sexual crime was developed in 2018 and piloted in two divisions. At year-end it was being reviewed by Trinity College. The complexity of this initiative and the volume of work involved contributed to delays in its progression. National implementation will take place in 2019, following assessment and review.</p>
<p>35c Facilitating 2 Sex Offender Risk Assessment and Management (SORAM) workshops per quarter.</p>	<p>This target was achieved. Sex Offender Risk Assessment and Management (SORAM) supports enhanced levels of co-operation and co-ordination between key statutory organisations involved in managing the risks posed to the community by convicted sex offenders and in safeguarding the welfare of children. Two SORAM workshops were conducted in each quarter. All but two Garda divisions had participated during the year and ongoing workshops will be conducted in 2019.</p>
<p>36a Review of domestic homicide cases through the Domestic Homicide Review Team.</p>	<p>This target was not achieved. In Q1, training options for personnel allocated to a new Domestic Homicide Review Team (DMRT) were identified. In Q2, drafting of policy and procedural documents commenced and a communications plan to raise internal awareness of the establishment of the unit was compiled. However, until policy and procedures are formally approved the review process could not be commenced. This remained the position at year-end. In Q1 2019 one domestic homicide review had been undertaken and two more planned. This initiative will be further progressed in 2019.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>36b Increase reporting of sexual offences.</p>	<p>This target was achieved. The level of reporting of sexual offences increased (5.29% over target at year-end). This increase in reporting was supported by the establishment of further Divisional Protective Services Units (DPSUs) in 2018. The establishment of the units has been broadly welcomed by a number of important stakeholders including groups supporting victims, women and children, and by partner and oversight agencies, including the Policing Authority and COSC.</p>
<p>36c Maintain detection levels of sexual offences.</p>	<p>This target was not achieved. Detection levels for sexual offences reduced in 2018 (49% below target at year-end). To improve data quality, An Garda Síochána introduced a number of rule changes to the PULSE IT system, enabled by the release of PULSE 7.3, on 25/02/18. These changes included the application of more stringent rules to setting crime incident status, specifically in relation to the status of 'detected'. In turn, the new rules have resulted in a lag time between initiating what are often complex and lengthy investigations, which culminate in substantial files being submitted to the Director of Public Prosecutions; and recording a status of 'detected' on the PULSE system. It is expected that in the immediate term this will result in lower detection levels. The extent of that anticipated effect is currently being monitored by the Garda Síochána Analysis Service. However, this is just one factor in the reduction observed. To address this issue more comprehensively, a detection improvement plan, incorporating short, medium and long term actions has been developed and will be implemented in 2019.</p>
<p>37a Assigning an Inspector with responsibility for domestic abuse interventions in every Division (end Q1).</p>	<p>This target was achieved. Following the implementation of a new Garda policy on domestic abuse intervention in 2017, an Inspector with responsibility for domestic abuse interventions was appointed in every division in Q1, 2018. Each Inspector has a responsibility to ensure that all incidents of domestic abuse within their division are properly recorded, and reviewed and responded to, particularly in instances where abuse is escalating.</p>
<p>37b Increased reporting of domestic abuse (establish baseline in 2018).</p>	<p>This target was achieved. Baseline data measuring reporting of domestic abuse was gathered throughout the year. The availability of this data will assist An Garda Síochána in analysing trends and tailoring our response to domestic abuse in the future.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>37c Introduction of a mechanism to measure call-backs to victims of domestic abuse (end Q1). Assessment of call-back policy compliance levels commenced (end Q2).</p>	<p>This target was achieved. A reporting system was put in place to enhance the governance of domestic abuse victim engagement. The reporting system measures the number of personal call backs to victims of domestic abuse within seven days of an incident occurring in line with Garda policy. While recorded victim engagement is low, reporting and data quality issues have been identified. A communications campaign was held during the year to make members aware of their responsibilities in this area. Work will continue in 2019.</p>
<p>38a Trafficking in human beings' training delivered to 120 personnel.</p>	<p>This target was achieved. Over the course of 2018, awareness-raising programmes were delivered to 127 Garda members and staff throughout the organisation. Training was also delivered, often in collaboration with non-governmental organisations such as Ruhama, to various audiences outside the organisation in an effort to raise awareness of Trafficking in Human Beings (THB) amongst the general public.</p>
<p>38b Increased number of victims of Human Trafficking identified.</p>	<p>Trafficking in Human Beings (THB) is the recruitment; transportation; transfer; harbouring or receipt of persons by means of the threat or use of force or other forms of coercion; of abduction; of fraud; of deception; of the abuse of power; or of a position of vulnerability; or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. An Garda Síochána recorded an increase in the number of victims identified, from 51 in 2017 to 64 in 2018. Work in relation to combatting THB will continue in 2019.</p> <p><i>* An Garda Síochána wishes to acknowledge a data error in previous reports, in relation to the number of THB victims identified in 2017. This was caused by the erroneous application of a 'Primary Incident' filter. An Garda Síochána sincerely regrets this error.</i></p>
<p>39a The number of suspects identified in relation to the possession or distribution of child pornography.</p>	<p>This target was achieved. Peer-to-peer software is used by An Garda Síochána to identify persons in possession of, or involved in, distributing child pornography. Analysis led to the identification of 228 targets in relation to the possession or distribution of child pornography by year-end (exceeding a target figure of identifying 120 users).</p>
<p>39b Identification of an increased number of child victims of sexual exploitation on the internet.</p>	<p>This target was achieved. A total of 55 child victims of sexual exploitation were identified over the course of 2018 (exceeding a target figure of identifying 40 victims). This initiative will be continued in 2019.</p>
<p>40a Issue of a safeguarding statement to the organisation (end Q1).</p>	<p>This target was achieved. The publication of a Child Safeguarding Statement is a requirement under the Children First Act 2015 for organisations working with children and families. This is a written statement that specifies the service being provided and the principles and procedures to be observed in order to ensure, as far as practicable, that a child availing of the service is safe from harm. A Safeguarding Statement for An Garda Síochána issued to all personnel in Q3, 2018.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>40b Creation of automatic Children First notifications on PULSE (end Q1).</p>	<p>This target was achieved. Members of An Garda Síochána notify Tusla of potential child protection and welfare concerns under the Children First Act 2015; Children First: National Guidance for the Protection and Welfare of Children (2017); or where they have any child welfare concern. In Q1, the PULSE computer system was updated to enable the creation of automatic Children First notifications (Q1) - a move away from paper-based referrals.</p>
<p>40c Commence process of integrating PULSE and Tusla NCCIS systems in Q3 (multi-year project).</p>	<p>This target was achieved. During the year a proposal to integrate the Garda PULSE IT system with the TUSLA National Childcare Information System (NCCIS) was developed and was being reviewed at year-end. This is a complex project which will be progressed over the next strategy period.</p>
<p>42a Maintain rate of detections for assault.</p>	<p>This target was not achieved. Detections for assault were 38.8% below the target for the year. To improve data quality, An Garda Síochána introduced a number of rule changes to the PULSE IT system, enabled by the release of PULSE 7.3, on 25/02/18. These changes include the application of more stringent rules to setting crime incident status, specifically in relation to the status of 'detected'. It is expected that in the immediate term this will result in lower detection levels. The extent of the anticipated effect on detection levels is currently being monitored by the Garda Síochána Analysis Service. However this is just one factor in the reduction observed. To address this issue more comprehensively, a detection improvement plan, incorporating short, medium and long term actions was developed and will be implemented in 2019.</p>
<p>42b Maintain levels of incidents of burglary.</p>	<p>This target was achieved. Incidents of burglary fell in 2018 (10.82% below 2017 figures). Burglary (not aggravated) incidents trended downwards between 2014 and 2016 (-5%), but rose slightly during 2017 before falling by 13% between 2017 and 2018. Aggravated burglary incidents, however, have been trending upwards since 2016 increasing by +22% over that period.</p>
<p>42c Maintain rate of detections for burglary.</p>	<p>Detections of burglaries fell in 2018 (20.95% below 2017 figures). To improve data quality, An Garda Síochána introduced a number of rule changes to the PULSE IT system, enabled by the release of PULSE 7.3, on 25/02/18. To address this issue more comprehensively, a detection improvement plan, incorporating short, medium and long term actions was developed and will be implemented in 2019.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>42d Maintain levels of incidents of robbery.</p>	<p>This target was not achieved. Incidents of robbery increased during the year (10.66% above 2017 figures) therefore the target of maintaining 2017 levels has not been achieved. Examining trends within the highest volume crimes in this category show that since 2013 incidents of robbery of an establishment or institution have trended downwards - from 988 incidents in 2013 to 675 in 2018 (-32%). Incidents of 'robbery from the person' also decreased between 2014 and 2016, before rising slightly in 2017 (+6%) and more noticeably between 2017 and 2018 (+14%). During 2018, over three quarters (76%) of 'robbery from the person' incidents occurred in the Dublin Metropolitan Region.</p>
<p>42e Maintain rate of detections for robbery.</p>	<p>This target was not achieved. Detections of robberies fell in 2018 (36.05% below 2017 figures). This will be addressed through data quality initiatives and a detection improvement plan as outlined above.</p>
<p>43 Decreased incidents of assault (-5%).</p>	<p>This target was not achieved. A target decrease of 5% in incidents of assault was not achieved in 2018. Assaults continued to increase and stood 11.26% above 2017 figures at year-end. Since 2013, minor assault incidents have trended upwards, +34% to the end of 2018. Similarly, incidents of assault causing harm have been trending upwards over recent years. Between 2013 and 2018, there has been a +40% increase in the number of recorded incidents. The issue of addressing incidents of assault is under review with an expert group under the chairmanship of Assistant Commissioner, Dublin Metropolitan Region. This work will be progressed further in 2019.</p>
<p>44a Establishment of a Regional Liaison Unit within the Garda National Economic Crime Bureau (end Q2).</p>	<p>This target was not achieved. A comprehensive business case was made for the establishment of a Regional Liaison Unit within the Garda National Economic Crime Bureau. Its role would be to provide advice and support to members investigating complex fraud cases at divisional level. At year-end, however, the unit had not been established as the resources required were still awaited. Efforts to progress this initiative will be continued in 2019.</p>
<p>44b Establishment of a National Fraud Prevention Office (end Q2).</p>	<p>This target was not achieved. A comprehensive business case was made for the establishment of a National Fraud Prevention Office within the Garda National Economic Crime Bureau; and subsequently for a Crime Prevention Officer and support staff. At year-end however, the unit had not been established as the resources required were still awaited. Efforts to progress this initiative will be continued in 2019.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>44c Launch of a fraud prevention awareness campaign (end Q3).</p>	<p>This target was achieved. Throughout the year the Garda National Economic Crime Bureau (GNECB) engaged with external businesses, financial institutions, government departments and private industry to target fraud, corruption and bribery. Plans were made to launch fraud prevention awareness campaigns in conjunction with Europol and this initiative will be further progressed in 2019. Portal communications were maintained and updated throughout the year in relation to latest fraud developments.</p>
<p>44d Establishment of an Anti-Corruption and Bribery Unit (end Q2).</p>	<p>This target was achieved. In Q3 an Anti-Corruption and Bribery Unit was established within the Garda National Economic Crime Bureau. A staff of one Detective Sergeant and two Detective Gardaí are allocated to the unit and funding for those members to undertake appropriate educational courses has been made available.</p>
<p>44e Establishment of a dedicated confidential telephone line to report corruption and bribery (end Q3).</p>	<p>This target was achieved. In Q3 a confidential dedicated telephone line to report corruption and bribery was established.</p>
<p>44f An increased number of investigations into money laundering.</p>	<p>This target was achieved. By year-end the number of money-laundering offences recorded increased by 85.19%, in a year-on-year comparison with 2017. Engagement with operational personnel, the inclusion of money laundering modules on training courses, and outreach to industry are some of the reasons for this increase.</p>
<p>45a Provision to the Policing Authority of quarterly updates on progress made in targeting Organised Crime Groups.</p>	<p>This target was achieved. Briefings were supplied throughout the year to the Policing Authority in relation to progress made in targeting Organised Crime Groups (OCGs). This will continue in 2019.</p>
<p>45b Agreeing criteria and developing a matrix to measure the threat posed by Organised Crime Groups (end Q3).</p>	<p>This target was partially achieved. As a part of a wider drive to address the activities of organised crime groups, this initiative set out to enable An Garda Síochána to utilise a matrix to measure the threat posed by such groups. Although progress was made in the development of a matrix this was incomplete at year-end. Work on this project will continue in 2019.</p>
<p>45c Increased number of detections for the sale and supply of controlled drugs.</p>	<p>This target was not achieved. The problem of drug misuse is tackled in a coordinated and integrated way under the National Drugs Strategy Reducing Harm, Supporting Recovery - a health led response to drug and alcohol use in Ireland 2017-2025. An Garda Síochána worked throughout 2018 to support this strategy in partnership with the community and voluntary drug sectors. Detections for the sale or supply of controlled drugs were, however, off-target by 46.94%. This is largely due to new rules for recording the status of crime incidents on the PULSE system.</p>

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>45d Increased number of detections for the seizure of firearms.</p>	<p>This target was achieved. Seizures of firearms (416 seized in 2018 -v- 403 seized in 2017) were on-target. This underlines efforts being undertaken by An Garda Síochána in the area of Drugs and Organised Crime, particularly in relation to the seizure of firearms and prevention of murders by members of such groups.</p>
<p>45e Increased number of European Arrest Warrants executed.</p>	<p>This target was achieved. The number of European Arrest Warrants (EAWs) executed increased by 6.65% in a year-on-year comparison. During 2018 Specific Points of Contact (SPOCs) were appointed in each of the 28 Garda Divisions to co-ordinate the organisation's processing and management of EAWs. A seminar for those SPOCs was convened on 14/06/18 and a risk assessment on all outstanding EAWs was completed.</p>
<p>46 Leading a multi-agency evaluation of the Drug-Related Intimidation Reporting Programme, to be concluded and published (end Q4).</p>	<p>This target was achieved. In 2018, An Garda Síochána reviewed its policy and procedures in relation to the Drug-Related Intimidation Reporting Programme. GNDOCB delivered briefings to regional management teams in relation to the programme. Liaison also continued with nominated Inspectors, which informed the evaluation. Meetings in respect of the evaluation were held with relevant external agencies and An Garda Síochána commenced participation in a national research study under the management, support and guidance of the Health Research Board and the European Monitoring Centre for Drugs and Addiction (EMCDDA). Research in support of the evaluation of the programme is now complete. In Q4 An Garda Síochána collaborated with the National Family Support Network (NFSN) to develop a joint action plan for this evaluation.</p>
<p>47 Commencement of the utilisation of enhanced GoAML functionality (end Q3).</p>	<p>This target was partially achieved. The GoAML application is a fully integrated software solution developed specifically for use by Financial Intelligence Units (FIUs) and is one of our strategic responses to financial crime including money-laundering and terrorist financing. The use of GoAML progressed significantly in 2018 as all financial institutions moved to electronic reporting of suspicious transactions. Although the use of GoAML continues to expand, not all functionality was implemented in 2018. The Financial Intelligence Unit (FIU) continues to liaise with Garda IT Section to expand functionality. This project will progress further in 2019.</p>

NATIONAL SECURITY & INTELLIGENCE

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<p>24 Prevention of terrorist acts by disrupting and dismantling terrorist groups, financing and support networks and prosecuting those responsible.</p>	<p>Terrorist activity including terrorist financing was pro-actively investigated. Several specialist Garda sections worked closely throughout the year to ensure timely sharing of critical data. During the course of 2018 successful intelligence-led operations resulted in the arrest and charging of persons in relation to a range of terrorist and terrorist financing offences. An Garda Síochána gathered and analysed intelligence relative to all elements of terrorist activities including procurement, recruitment and financing. Analysis was conducted with the primary focus on translating intelligence to evidence, wherever possible.</p>
<p>25 Provision of timely financial intelligence to Assistant Commissioner, Security and Intelligence, for investigation purposes.</p>	<p>This target was partially achieved. Financial Intelligence Reports were compiled throughout 2018 by a dedicated Terrorist Financing Investigation Unit. Work also continued throughout the year in regard to identifying trends and typologies. The unit was, however, impacted by the loss of personnel following promotions, reallocations and retirements. For this reason the initiative is rated 'partially achieved'. Additional resources required to replace personnel who have been transferred were being sought at year-end.</p>
<p>26a Completion of planned training exercises in each of the eight Major Emergency Management (MEM) Regions.</p>	<p>This target was achieved. The Framework for Major Emergency Management was developed in 2005 and was adopted by Government decision in 2006. Its purpose is to set out common arrangements and structures for front line public sector emergency management in Ireland. At national level, by Government decision, a National Steering Group (NSG) was established. Liaison was ongoing throughout the year with each Major Emergency Management region in respect of inter-agency regional work programmes.</p> <p>An Garda Síochána is one of the Principal Response Agencies within the framework. All planned multi-agency training exercises in each of the eight Major Emergency Management (MEM) Regions were completed with full Garda participation.</p>
<p>26b Contributing to the Government Task Force on Emergency Planning in line with the 2018 work plan.</p>	<p>This target was achieved. The Government Task Force on Emergency Planning is the top-level structure which gives policy and direction, and which co-ordinates and oversees the emergency planning activities of all Government departments and public authorities. It promotes the best possible use of resources and compatibility across different planning requirements. All meetings of the Government Task Force on Emergency Planning were attended and contributed to in full.</p>

National Security & Intelligence - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>27a Review existing policy and procedures for specialist firearms units (end Q1) and implement new pre-planned operations involving the deployment of armed officers (end Q3).</p>	<p>This target was achieved. Special Tactics & Operations Command (STOC) was established in August 2017. The objective of STOC is to make policing safer by providing specialist firearms and 'less lethal' services including for spontaneous incidents, such as 999 calls and for pre-planned operations. STOC is incrementally changing the management of several units and the manner in which they provide specialist firearms and 'less lethal' services.</p> <p>As a part of this process, a review of existing policies and procedures pertaining to specialist firearms units was completed. A number of draft policies and procedures were submitted to the Policy and Governance Co-Ordination Unit.</p> <p>Challenges in completing this initiative included the scale and complexity of the project. Work will continue in 2019.</p>
<p>27b Fully enabling the Critical and Firearms Incident Command (CFIC) in the Dublin Metropolitan Region (end Q2).</p>	<p>This target was achieved. The first significant change being implemented by STOC relates to the way An Garda Síochána manages the early stage response to critical and firearms type incidents. In 2018, STOC in partnership with the Communications Centre at Harcourt Square, worked to establish a Critical & Firearms Incident Command (CFIC) for the Dublin Metropolitan Region. Here, dispatchers trained in a firearms decision model manage Garda resources to ensure that the most appropriate responders are tasked to deal with serious incidents. Spontaneous Initial Commander Training was completed in Q1, 2018, fully enabling the CFIC centre.</p>
<p>28 Full participation in bi-lateral, European and international security fora and providing support for European security initiatives.</p>	<p>This target was achieved. Continuous, ongoing bilateral and multilateral engagement, with international security service and EU partners, on matters pertaining to national and international security took place throughout the year. This work included collaborative work and training in relation to terrorist financing; leadership in counter-terrorism (LinCT); the Joint Terrorism Task Force in the USA; the EU Refugee Relocation Programme; the ATLAS counter-terrorism network; radicalisation awareness; the Police Working Group on Terrorism (PWGT), and cross-border counter-terrorism measures with the PSNI and security services in the UK.</p>

National Security & Intelligence - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>29a Progression of the Schengen Information System (SIS II) initiative pre-2019 implementation (multi-year project).</p>	<p>This target was achieved. The primary focus of An Garda Síochána in 2018 in relation to European security initiatives was to progress pre-implementation work on SIS II (a multi-year project). In 2018 functional designs to enable Ireland to exchange data were completed by An Garda Síochána. That work included the completion of training and communications plans for the organisation. This initiative will be further progressed in 2019.</p>
<p>29b Commencement of information exchange in compliance with the Prüm Convention (End Q2) (multi-year project).</p>	<p>This target was partially achieved. The Prüm Convention aims to improve cross-border cooperation between EU countries' police and judicial authorities to combat terrorism and cross-border crime more effectively. It focuses particularly on automated exchanges of information. It also focuses on major events and on fighting terrorism.</p> <p>An Garda Síochána is preparing for participation in line with the Convention. In 2018 the organisation was evaluated by Austrian experts in relation to its capacity to exchange dactyloscopic (finger and palm print) data. The Garda application was approved in an EU DAPIX Group evaluation report and Ireland was cleared by the EU to commence exchange of dactyloscopic (finger and palm print) data. Commencement of information exchange will initially take place with our counterparts in Austria and subsequently with the Netherlands. It is expected that this project will be further advanced in 2019.</p>
<p>29c Providing Garda Immigration Officers with access to mobile immigration data on a phased basis (Q2 and Q4).</p>	<p>This target was achieved. This project to enable immigration officers to gain access to mobile immigration data progressed on a phased basis in 2018, culminating in the distribution of hardware nationally, ensuring accessibility to the data required. In effect this enables officers to access immigration data via mobile devices at locations (including sea ports) where previously such data was unavailable to them.</p>
<p>29d Commencement of the capture (end Q2) and analysis (end Q3) of Advance Passenger Information and Passenger Name Record data.</p>	<p>This target was achieved. An Garda Síochána supported this project, which involved the utilisation of new border control processes to assist Immigration Officers in their efforts to identify and threat-assess persons entering Ireland. An Automated Targeting System (ATS) was enabled during the year and several watch lists were added to it. Pertinent data emerging from the use of this software was passed on to Garda units.</p>

National Security & Intelligence - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>30 Ongoing scanning of the political, policing and security environment. Developing contingency plans for possible outcomes.</p>	<p>This target was achieved. The work of scanning the political, policing and security environment continued throughout the year. A Brexit Oversight Group was convened and prepared a number of scoping documents, following an initial assessment of the potential impact of Brexit, relating to areas of drug enforcement, immigration, human trafficking, financial crime, and criminal assets. This work focussed on key strategic, operational and technical issues in current and post-Brexit environments. An Garda Síochána continues to be represented on Government interdepartmental groups examining potential outcomes.</p>
<p>32 Establishment of a National Cyber Security Desk in conjunction with the Department of Communications and our cyber-security partners (end Q3).</p>	<p>This target was achieved. An Garda Síochána planned an initiative in late 2017 to establish a National Cyber Security Desk (NCSD). However, given the role of the Department of Communications as the primary agency with responsibility for cyber-security, it was subsequently decided to address the responsibilities of An Garda Síochána in this area by seconding a Garda member to the Department.</p>

COMMUNITY SAFETY

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<p>34a Production of a definition of hate crime (end Q2).</p>	<p>This target was not achieved. Although work was progressed on the production of a new definition of hate crime this was not completed by year-end. New policy and procedures to be published in 2019 in relation to hate crime will include the new definition.</p>
<p>34b Production of procedures to record hate crime (end Q2).</p>	<p>This target was not achieved. New policy and procedures to record hate crime did not issue by year-end. Responsibility for progressing it transferred from one section to another mid-year, delaying progress. Resource issues at Community Engagement and Public Safety delayed further development. In the interim the Garda National Diversity and Integration Unit (GNDIU) will continue to monitor reports of hate crime and to provide support and advice to victims. This initiative will be further progressed in 2019.</p>
<p>34c Completion of a nationwide campaign to encourage members of minority groups to come forward and report hate crime (end Q3).</p>	<p>This target was not achieved. Although members of GNDIU have met throughout the year with a wide array of minority and diverse groups, no orchestrated campaign was developed or implemented to complete this initiative. It is envisaged that a national campaign will commence in 2019, following publication of policy and procedures as outlined above, in relation to hate crime.</p>
<p>41a Introduction of a suite of standard operating procedures for crime prevention officers (end Q2).</p>	<p>This target was not achieved. Draft crime prevention procedures for Crime Prevention Officers were completed and reviewed during the year. Amendments are required prior to approval and implementation in 2019. Capacity and resource issues inhibited the Community Engagement and Public Safety section from delivering on this initiative. Prioritisation of this project will be considered in 2019 in conjunction with a planned review of the implementation of the National Crime Prevention and Reduction Strategy.</p>
<p>41b Development of a Crime Prevention application for use on mobile devices (end Q4).</p>	<p>This target was not achieved. It was intended to launch a public crime prevention application for use on mobile devices. Capacity and resource issues inhibited the Community Engagement and Public Safety section from delivering on this initiative.</p>

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>48 Development of an action plan to address Crowe Horwath recommendations. Implementation of plan commenced (end Q1).</p>	<p>This target was partially achieved. All four reports pertaining to Roads Policing (Crowe/Horwath, Report of Assistant Commissioner O'Sullivan, GSOC and that of the Garda Inspectorate) were reviewed in detail in Q1. A number of key recommendations made in the reports were addressed during 2018. Changes made included the introduction of new procedures pertaining to data quality and statistics; upgrading the PULSE IT system through PULSE release 7.3; increasing the strength of Roads Policing Units; the updating of Roads Policing equipment; the addition of 20 new SUVs to the fleet, and a re-branding of Traffic Corps units to Roads Policing Units. A draft action plan developed to address the findings of Crowe/Horwath was forwarded to the Policing Authority for its views and observations prior to finalisation and implementation.</p>
<p>49a Establishment of Divisional Roads Policing Units (end Q2).</p>	<p>This target was partially achieved. Divisional Roads Policing Units (formerly Traffic Bureau Units) underwent some change with recruitment and training needs analysed; Forensic Collision Investigators recruited, trained and allocated; additional Roads Policing members recruited, trained and allocated; current members attending seminars on the change process; re-branding of vehicles and uniforms completed, and the fleet supplemented with 20 new SUVs.</p>
<p>49b Increased personnel strengths (including supervisors) by 10% across Roads Policing Units (baseline end 2016 + 10% in 2017; + 10% in 2018).</p>	<p>The strength of Roads Policing units stood at 669 members on 31/12/16. It was intended that the strength of the units would increase by 10% in 2017 (to 736) and by another 10% in 2018 (to 810). The recruitment of 146 Garda members to Roads Policing Units and the loss of members through retirement, promotion or transfer, resulted in a net strength of 744 members on 31/12/18.</p> <p>Although the year-end target for 2018 was not met, the recruitment of a further 200 Garda members to Roads Policing Units has commenced and will address this shortfall.</p>

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>50 Roads Policing Operations Plan 2018 implemented in conjunction with partner agencies.</p>	<p>This target was achieved. A national roads policing plan was approved and circulated in January and operations were conducted throughout the year.</p> <p>These included:</p> <ul style="list-style-type: none"> • National Speed Operations • National Seatbelt Operations • National Mobile Phone Operations • National Intoxicated Driving Operations • TISPOL Speed Operations • TISPOL Alcohol/Drugs Operations • Project Edward.
<p>51 Number of multi-agency checkpoints increased by 5% (baseline 2017).</p>	<p>This target was not achieved. A total of 342 Multi-Agency Checkpoints were conducted in 2018. This is a slight decrease from 371 conducted in 2017. Challenges to achieving this target included exceptionally inclement weather in Q1, 2018; logistical challenges posed by the multi-agency nature of these checkpoints; and the lack of an electronic mechanism for recording such checkpoints once they have been conducted. The implementation of multi-agency checkpoints will continue throughout 2019.</p>
<p>52 Implementation of a joint-agency Road Safety National Media Strategy.</p>	<p>This target was achieved. An Garda Síochána and the Road Safety Authority implemented a joint-agency Road Safety Strategy in partnership with the Road Safety Authority throughout 2018. Joint activities included:</p> <ul style="list-style-type: none"> • Project Edward (A European Traffic Police Network (TISPOL) initiative) • ‘Winter Ready’; ‘Summer Safety’ and ‘Safety Belt’ items on RTE’s Crimerecall programme • Impaired driving/pedestrian vulnerability; intoxicated driving; roads policing and detections campaigns run via Twitter and Facebook • Joint road safety appeals to drivers on bank holiday weekends • National Slow Down Day • The Garda Síochána/Road Safety Authority Christmas Campaign 2018 • Drinkaware and the Department for Transport, Tourism and Sport ‘Designated Driver’ campaign (supported by An Garda Síochána and the RSA).

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>53a Policing activity focused on enforcement of key lifesaver offences including non-wearing of seatbelts, driving while holding mobile phones, speeding and intoxicated driving.</p>	<p>This target was not achieved. There were numerous enforcement operations carried out throughout the year with the aim of detecting errant drivers and changing road user behaviour. The number of intoxicated driving incidents were slightly above 2017 figures and the number of incidents involving drugs also increased.</p>
<p>53b Less than 136 fatalities on our roads in line with the Government's Road Safety Strategy.</p>	<p>This target was not achieved. While there was a welcome decrease in road deaths in 2018 compared to 2017, 148 people tragically lost their lives, compared to 156 in 2017. This represents a 5% decrease in fatalities and is the lowest road fatality figure ever recorded since records began in 1959. This downward trend is encouraging, but a lot more needs to be done to meet the 2013-2020 Government Road Safety Strategy figure of a maximum of 124 road deaths per annum.</p>
<p>53c Less than 380 serious injuries in line with the Government's Road Safety Strategy.</p>	<p>This target was not achieved. In 2018, Serious Injury Collisions increased by 17% from 785 in 2017 to 915 in 2018. New internal governance in categorising Serious Injury Collisions through the Garda Information Services Centre (GISC) played a part in the recent increase in the number of serious injury collisions.</p>
<p>54a Completion of geographic segmentation of community policing areas (end Q2).</p>	<p>This target was achieved. This initiative was designed to support the implementation of a new framework for the delivery of community policing services nationwide involving the allocation of personnel to specific geographical areas. To facilitate the introduction of the framework, a complete geographic segmentation of community policing areas was completed in 2018 by mapping Small Area Populations (SAPs) to Garda boundaries. The initiative will be progressed further in 2019.</p>

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>54b Commencement of the development of a (Community Policing) personnel allocation plan (end Q4).</p>	<p>This target was not achieved. This initiative was not progressed. A new approach to Community Policing is being delivered through the Divisional Policing Model. Capacity and resource issues inhibited the Community Engagement and Public Safety section from producing a plan in 2018.</p>
<p>55a Production of a strategy document on Garda Reserve integration (end Q2).</p>	<p>This target was not achieved. A strategy to integrate the Garda reserve was drafted and a business case for the establishment and staffing of a Garda reserve office to co-ordinate this work, was completed and was under review at year-end. This initiative will be progressed in 2019.</p>
<p>55b Commence (Garda Reserve) integration with community policing structures.</p>	<p>This target was not achieved. This target was not achieved as it is dependent on the approval of a Garda Reserve Integration Strategy (55a above).</p>
<p>56a Launch of a new Garda website (end Q1).</p>	<p>This target was achieved. A new Garda website launched on 08/02/18 providing information on An Garda Síochána, crime, victim services, crime prevention, roads policing and careers. Online services include:</p> <ul style="list-style-type: none"> • Garda Vetting • Crime Reporting • National Age Card <p>Reaction to the new look site was positive.</p>
<p>56b Increased levels of engagement across social media channels (+1.5%) (2017 baseline).</p>	<p>Social media engagement (Facebook & Twitter) increased by 5.5% in 2018. Engagement levels significantly exceeded industry standards.</p>
<p>57 Development of crime prevention advice mechanisms aimed at hard to reach and vulnerable members of society (end Q3).</p>	<p>This target was not achieved. Regular presentations on crime prevention took place on RTE's Crimercall programme. Capacity and resource issues inhibited the Community Engagement and Public Safety section from delivering on this specific initiative.</p>

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
58a Development of an action plan (to attract and recruit applicants from minority and diverse groups) (end Q1).	This target was not achieved. The action plan to attract and recruit applicants from minority and diverse groups was not developed in 2018. A draft Equality, Diversion and Inclusion Strategy 2018-2021 was developed by the Equality Diversion and Inclusion Office and was being reviewed by several stakeholders at year-end. The main aims of the strategy are to attract, retain and develop a diverse workforce; and to provide opportunities for people to self-develop and promote their mental, physical, social health and sense of belonging. It is envisaged that the strategy will be approved and implemented in 2019.
58b Commencement of the phased implementation of the plan (end Q2).	This target was not achieved. An action plan to attract and recruit applicants from minority and diverse groups was not implemented (58a above). A draft Equality, Diversion and Inclusion Strategy 2018-2021 (incorporating a plan to attract and recruit applicants from minority groups) was developed by the Equality Diversion and Inclusion Office and was being reviewed by stakeholders at year-end. It is envisaged that the strategy will be approved and implemented in 2019.
58c Review commenced to identify barriers/disincentives to entry.	This target was not achieved. A number of barriers have been relayed to Garda Bureau of Community Diversity and Integration from minority ethnic representatives. A draft Equality, Diversion and Inclusion Strategy 2018-2021 (incorporating a plan to attract and recruit applicants from minority groups) was developed by the Equality Diversion and Inclusion Office and was being reviewed by stakeholders at year-end. The main aims of the strategy are to recognise, acknowledge and respect diversity in Irish society; to attract, retain and develop a diverse workforce; and to provide opportunities for people to self-develop and promote their mental, physical, social health and sense of belonging. It is envisaged that the strategy will be approved and implemented in 2019.
59a Production of a Garda Diversity and Inclusion Strategy (end Q2).	This target was not achieved. Work on the development of a new Diversity Strategy incorporating a new Hate Crime Policy was progressed but incomplete at year-end, due to capacity issues in the Garda Racial, Intercultural and Diversity Office (GRIDO). This initiative will be completed in 2019.

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>59b Provision of diversity training to appointed Garda Diversity Officers, Senior Investigating Officers and specialist interviewers.</p>	<p>This target was achieved. Provision of diversity training is provided in An Garda Síochána by the Garda Racial, Intercultural and Diversity Office (GRIDO). GRIDO personnel co-ordinate, monitor and advise on all aspects of policing in the area of diversity. Training on service provision to minority and diverse groups continued throughout the year to a variety of Garda personnel.</p>
<p>60 Recommendations of the Department of Justice & Equality review of the Joint-Agency Approach to Crime (J-ARC) initiative implemented.</p>	<p>This target was achieved. The Joint Agency Response to Crime (JARC) is a strategic offender management initiative led by An Garda Síochána, the Probation Service and the Irish Prison Service, with the active support and engagement of the Department of Justice and Equality.</p> <p>The key objectives of JARC are to:</p> <ul style="list-style-type: none"> • develop and strengthen a multi-agency approach to the management of prolific offenders • prioritise such offenders for targeted interventions and supports to address their behaviour • reduce crime and victimisation in local communities. <p>Recommendations of the Department of Justice and Law Reform in relation to the further expansion of JARC are awaited. In the meantime, An Garda Síochána continued to fully support existing JARC projects and to support development of IT supports for the programme. This support will continue in 2019.</p>
<p>61 Further implementation of the Strategic Approach to Offender Recidivism (SAOR).</p>	<p>This target was achieved. New policy, procedures and supporting documents on a Strategic Approach to Offender Recidivism (SAOR) issued under HQ Directive (Q1). SAOR provides a framework for the delivery of a consistent approach to the management of prolific and recidivist offenders. It is the process now used by An Garda Síochána to holistically manage the individual selected offenders Court cases; charges; bail conditions; interagency liaison; and to effectively communicate how the selected offender is managed. Training in relation to SAOR was provided to personnel during the year; and a national office for offender management was opened within the Garda National Community Oriented Policing Bureau (Q4).</p>

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>62a Specification of actions required and development of an implementation plan, arising from the Garda Professional Standards Unit report on the juvenile diversion programme (end Q1).</p>	<p>This target was achieved. Following on from a Garda Professional Standards Unit report on issues associated with Electronic Garda Youth Referrals from 2010 - 2017, a phased process commenced to look at the findings. A Senior Investigating Officer led an examination team which submitted two interim reports in 2018. A third interim report was published in Q1, 2019.</p>
<p>62b Implementation of plan commenced (Q2).</p>	<p>This target was achieved. Arising out of phases 1 & 2 of this review (62a above), a number of fixes were included in PULSE Release 7.3 to prevent a recurrence of issues identified. A range of further measures were identified to address immediate issues and to establish ways to improve processes and procedures. These measures have been submitted by the Examination Team to the Garda Youth Diversion Office for its attention and the development of corrective actions in 2019. An online training programme has been developed and its delivery is included in the 2019 Policing Plan.</p>
<p>63 Completion of a review of major event management (end Q3).</p>	<p>This target was not achieved. Whilst a business case for the establishment of this office was completed, and a new policy on the management of major events was under development, the office was not established by year-end due to resource issues.</p>

CROSS-ORGANISATION SERVICES

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<p>1a Human Resources Strategy completed (Redesigning how we provide our HR Services).</p>	<p>This target was partially achieved. An Garda Síochána developed a People (HR) Strategy. The Strategy details strategic initiatives and actions being undertaken to ensure that we put the right tools and supports in place, so that our people are empowered to excel individually and in teams, in order to provide an excellent policing service to the State and the people we serve. It was prepared in mid-2018 and further enhanced to take into consideration recommendations arising from the work of the Commission on the Future of Policing in Ireland. The final draft of the Strategy will be reviewed by the Senior Leadership Team in Q1, 2019, and once approved, published and shared with our stakeholders.</p>
<p>1b Human Resources Operating Model completed (Redesigning how we provide our HR Services).</p>	<p>This target was achieved. A new HR Operating Model was designed for the organisation. The transition initiatives are to be achieved over a three-year period and include changes in how HR is structured, realignment, integration and amalgamation of HR functions, introduction of strategic capability and functions, and the introduction of HR Partnering at local level. This initiative is the foundation of a transition of HR to a more modern function that meets the needs of the organisation, and includes the scoping, procurement and implementation of a single integrated HR information system. Preparations for implementation of the report recommendations are at an advanced stage and implementation activities will be commencing in 2019.</p>
<p>2a Recruitment of 200 Garda members per quarter.</p>	<p>This target was achieved.</p> <p>Q1. 201 trainee Gardaí commenced training on 29th January, 2018 Q2. 197 trainee Gardaí commenced training on 23rd April, 2018 Q3. 199 trainee Gardaí commenced training on 30th July, 2018 Q4. 201 trainee Gardaí commenced training on 30th October, 2018 Total recruited by year end: 798.</p>
<p>2b Recruitment of 500 civilian staff by year-end.</p>	<p>This target was partially achieved. In 2018, 393 additional staff were recruited into An Garda Síochána with a further 468 applications progressing through the public appointments process.</p> <p>Recruitment of Garda staff proved challenging and it was not possible to hit the target of 500 personnel. The time currently required to put applications through the vetting process is such that many applicants are no longer available by the time final job offers are made. The vetting process is being examined to identify if processes can be streamlined.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>2c Recruitment of 500 Garda Reserve members.</p>	<p>This target was not achieved. No Garda Reserve members were recruited in 2018. By year-end, 498 applicants for the Garda Reserve were successful at interview stage. In order to effectively progress a challenging recruitment programme in 2018 prioritisation was given to recruiting full time members and Garda staff. An Garda Síochána will recruit 100 Garda Reserve members in Q1, 2019.</p>
<p>3 Re-assignment of 3 Garda members from administrative duties to operational policing duties upon allocation of every 4 new (civilian) Garda staff.</p>	<p>This target was partially achieved. An Garda Síochána reassigned 258 Garda members who were in non-operational roles to operational roles in 2018. This will increase the visibility of Gardaí, augment frontline policing and enable trained members to perform operational policing duties.</p> <p>The reassignment of three Garda members for every four new Garda staff recruited is based on the Government decision to increase the total number of Garda staff by 2,000 by end 2021. 1,500 of the staff to be recruited must enable the reassignment of Garda members to frontline policing. The target number of reassignments for 2018 was 250, which was surpassed.</p> <p>The 393 staff recruited in 2018 were a combination of 'new', 'backfill' and roles to allow the reassignment of Garda members to frontline policing. The new and reassignment posts totalled 200 for 2018. The backfill figure is excluded as this recruitment was to fill positions following Garda staff departures which has a neutral impact on the Employment Control Framework.</p>
<p>4 Phased implementation of the Divisional Policing Model in four Garda divisions (end Q2).</p>	<p>This target was partially achieved. This project will see services currently managed at a district and divisional level being managed from Functional Hubs. Dedicated divisional hubs for governance, administration and serious crime will be introduced with clear areas of responsibility, meaning local Superintendents will have more time to focus on community policing. The four divisions selected for implementation of the model, are Dublin Metropolitan Region, South Central; Cork City; Galway, and Mayo. Elements of the new Divisional Hubs were established in all four chosen divisions by year-end, including finance activities.</p> <p>This project presents significant challenges as it fundamentally changes how An Garda Síochána is managed at an operational level. Implementation plans have been finalised and implementation is scheduled to take place, pending allocation of new Garda staff and allocation of newly promoted Sergeants and Inspectors, in Q1 2019.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>5 Completion of a Roster and Duty Management pilot project by end Q3.</p>	<p>This target was achieved. The Roster & Duty Management System (RDMS) is an online duty planning system providing for the efficient deployment of resources in An Garda Síochána. This initiative involves establishing Duty Planning Units in each division and an electronic system for all members and staff to log on and off duty. A pilot was completed in the Dublin Metropolitan Region, East, on 03/12/18.</p>
<p>6 Court Presenters appointed and trained in all Garda divisions by end Q3.</p>	<p>This target was achieved. Sergeants in the role of Court Presenters will present non-contested cases in District Courts. This will reduce time spent in court by Garda members, enhancing frontline policing capacity. It will also reduce the burden on Inspectors and Superintendents to attend court. Court Presenters were appointed and trained in each division during 2018. The project was approved on 21/12/18 and implementation will progress in 2019.</p>
<p>7 Deployment of Computer Aided Dispatch (CAD) nationally (end Q4).</p>	<p>This target was partially achieved. The Computer Aided Dispatch (CAD) project involves the introduction of a standardised approach to call management and deployment of Garda resources supported by an electronic dispatch facility; replacing a paper-based system used previously in some areas. This will introduce a regional organisational structure and the allocation of staff to Call Operative roles in Command and Control centres. During the year, implementation and communications plans and a training syllabus for Call Operatives were completed. CAD was introduced to the Eastern Region on 10/12/18. Challenges to full deployment in 2018 included delays in completing the vetting process for applicants and a resultant delay in the commencement of training. Implementation in other regions will continue on a phased basis in 2019.</p>
<p>8 Completion of the development of the Investigation Management System (IMS) for phased deployment in 2019 (end Q4).</p>	<p>IMS is an electronic system to support the set-up, running, management and completion of all investigations. IMS will be used to support the allocation of all jobs and to provide an electronic record of all information and evidence gathered. It will maintain a full history of the chain of events during an investigation. IMS was developed and tested in the first half of the year. Training materials were completed and train-the-trainer courses were conducted. Challenges faced in this initiative included technical issues and resultant delays in the completion of procedural documents and training. The Waterford Division was selected for the first phase of system implementation, which is due to take place in early 2019.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>2c Recruitment of 500 Garda Reserve members.</p>	<p>This target was not achieved. No Garda Reserve members were recruited in 2018. By year-end, 498 applicants for the Garda Reserve were successful at interview stage. In order to effectively progress a challenging recruitment programme in 2018 prioritisation was given to recruiting full time members and Garda staff. An Garda Síochána will recruit 100 Garda Reserve members in Q1, 2019.</p>
<p>3 Re-assignment of 3 Garda members from administrative duties to operational policing duties upon allocation of every 4 new (civilian) Garda staff.</p>	<p>This target was partially achieved. An Garda Síochána reassigned 258 Garda members who were in non-operational roles to operational roles in 2018. This will increase the visibility of Gardaí, augment frontline policing and enable trained members to perform operational policing duties.</p> <p>The reassignment of three Garda members for every four new Garda staff recruited is based on the Government decision to increase the total number of Garda staff by 2,000 by end 2021. 1,500 of the staff to be recruited must enable the reassignment of Garda members to frontline policing. The target number of reassignments for 2018 was 250, which was surpassed.</p> <p>The 393 staff recruited in 2018 were a combination of 'new', 'backfill' and roles to allow the reassignment of Garda members to frontline policing. The new and reassignment posts totalled 200 for 2018. The backfill figure is excluded as this recruitment was to fill positions following Garda staff departures which has a neutral impact on the Employment Control Framework.</p>
<p>4 Phased implementation of the Divisional Policing Model in four Garda divisions (end Q2).</p>	<p>This target was partially achieved. This project will see services currently managed at a district and divisional level being managed from Functional Hubs. Dedicated divisional hubs for governance, administration and serious crime will be introduced with clear areas of responsibility, meaning local Superintendents will have more time to focus on community policing. The four divisions selected for implementation of the model, are Dublin Metropolitan Region, South Central; Cork City; Galway, and Mayo. Elements of the new Divisional Hubs were established in all four chosen divisions by year-end, including finance activities.</p> <p>This project presents significant challenges as it fundamentally changes how An Garda Síochána is managed at an operational level. Implementation plans have been finalised and implementation is scheduled to take place, pending allocation of new Garda staff and allocation of newly promoted Sergeants and Inspectors, in Q1 2019.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>12b Development of a plan to conduct Data Protection Impact Assessments (DPIAs) for all Garda databases (Q3).</p>	<p>This target was partially achieved. A Data Protection Impact Assessment (DPIA) is conducted to identify risks arising out of the processing of personal data and to minimise these risks as far and as early as possible. DPIAs are important tools for negating risk, and for demonstrating compliance with the General Data Protection Regulation (GDPR), which came into effect on 25/05/18.</p> <p>To meet our legislative obligations in line with the GDPR, in early 2018, An Garda Síochána identified over 150 existing, automated processing systems within the organisation. The requirement for DPIAs in respect of all of those systems was considered. However, having regard to current staffing capacity in the Data Protection Unit and organisational priorities, a plan is unlikely to be developed until Q2, 2019.</p> <p>Due to the scale of the challenge presented by this project, a process of prioritisation has to take place. DPIAs are being prioritised for new projects currently under development, where high risks are apparent in relation to data processing. Such projects include Schengen SIS II, Electronic Content Management, the Mobility project and the Bodycams project.</p>
<p>13 Centralisation of incident classification, including detection re-classification, at the Garda Information Services Centre (GISC) (end Q3).</p>	<p>This target was achieved. An Garda Síochána introduced new policy and procedures relating to the use of the PULSE computer system. Responsibility for the classification of incidents (including the recording of detections) has been delegated exclusively to the Garda Information Services Centre (GISC). This has enhanced governance and quantity of our crime related data. This project was fully completed in July, 2018.</p>
<p>14 The Garda Information Services Centre (GISC) meeting service level targets of answering 80% of calls presented, within 20 seconds (Q4).</p>	<p>This target was not achieved. An Garda Síochána set a service level target of answering 80% of calls to GISC within 20 seconds by year-end. The benefit of this initiative includes improved timeliness in recording incidents and improvements in data quality through centralisation of recording.</p> <p>However, the average figure for 2018 was 61% of calls answered within 20 seconds; one percentage point higher than the average figure for 2017. Reaching the target set for GISC in relation to call-answering is heavily dependent on staffing. To address this issue, 12 Garda staff were recruited in November, 2018 and have commenced training. A further cohort of nine Garda staff are scheduled to join the section in January, 2019. Further staff are being sought to supplement those currently in situ.</p>
<p>15a Introduction of a process to measure the timeliness of incident recording on PULSE (Q1).</p>	<p>This target was achieved. The timely recording of incidents on PULSE is important. Earlier recording results in timelier victim support and early trend identification - enabling us to respond, detect offenders or prevent recurrence. Improvements in this area facilitate our Analysis Service and Criminal Intelligence Officers in effectively linking related incidents and, in turn, assists in keeping communities safe. A process to measure the timeliness of incident recording on PULSE was introduced with the release of PULSE 7.3 on 25/02/18 and supported with the release of communications, including an awareness raising video and briefing packs to all personnel in Q3, 2018.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>15b Monitoring of reduction in reporting-recording time gap commenced (Q2).</p>	<p>This target was achieved. The reporting-recording time gap is the amount of time between the reporting of an incident to An Garda Síochána and its recording on the PULSE IT system. Monitoring of the reporting-recording time gap was introduced on 25/02/18 with an upgrade to the PULSE system, which included a process of automated incident creation for specific incidents created on the Computer Aided Dispatch (CAD) system.</p> <p>This change and the monitoring of the reporting-recording time gap will in the future enable the organisation to better manage incident recording, improve data quality and improve service provision in terms of victim support and confronting crime.</p> <p>The percentage of calls recorded more than 24 hours after an incident took place fell from 11.6% in December, 2017, to 9.6% in December, 2018. Performance is expected to improve further in 2019 with increases in staff numbers in the Garda Information Services Centre (the PULSE hub where incidents are centrally recorded).</p>
<p>15c Updating PULSE to support the recording of domestic violence as a modus operandi feature (end Q2).</p>	<p>This target was achieved. As part of a wider process to improve data quality, An Garda Síochána introduced a number of rule changes to the PULSE IT system to support the recording of domestic violence incidents.</p> <p>PULSE now automatically assign a new motive of 'domestic violence' to each of the following incidents:</p> <ul style="list-style-type: none"> • Breach of Barring Order • Breach of Interim Barring Order • Breach of Protection Order • Breach of Safety Order • Domestic Dispute - No Offence Disclosed <p>Domestic abuse as a modus operandi feature (Q2) can also be utilised for other incidents with a domestic abuse motive. The introduction of this feature on PULSE facilitates improved identification, monitoring and management of domestic abuse incidents.</p>
<p>15d Updating PULSE to ensure incidents can only be marked detected when specific investigative outcomes exist (end Q2).</p>	<p>This target was achieved. To improve data quality, An Garda Síochána introduced a number of rule changes restructuring the marking of incidents as 'detected' on 25/02/18. This amendment ensures that initially each record is set to 'not detected' or 'investigation ongoing'. A 'detected' status can only now be recorded on the system when strict criteria are met.</p> <p>Exceptions to the rule can only be addressed by the Garda Information Services Centre (GISC) Data Quality Team. This has significantly raised data quality standards in line with Crime Counting Rules and increased consistency in crime records.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>16 Phased release of Enterprise Content Management nationwide with 30% of personnel trained by end Q4 (multi-year project).</p>	<p>This target was partially achieved. Electronic Content Management (ECM) is a single secure system designed to store and manage electronic content in An Garda Síochána. ECM will replace the existing 'File Share' system. At year-end, the new system was implemented in the Strategic Transformation Office, Strategic Planning Unit, Garda Risk Management Unit, ICT Section and Internal Affairs. A revised version of ECM was also deployed to Mullingar and Naas Districts where it had first been piloted earlier in the year. The target of training 30% of personnel was not reached due to IT and organisational training capacity issues. Train the trainer courses for the wider organisation commenced in Q1, 2019.</p>
<p>17a Identification of issues from the results of the cultural audit (end Q1).</p>	<p>This target was achieved. The Cultural Audit was independently conducted by Price Waterhouse Coopers (PwC) on behalf of An Garda Síochána and responded to by 6,500 personnel. The Audit asked personnel of all ranks and grades for their views on matters such as policing powers, accountability, values, leadership and management, learning and development, and speaking up. It was designed to benchmark how people in An Garda Síochána believe they, their colleagues and the organisation as a whole, meet desired behaviours as outlined in the Garda Modernisation and Renewal Programme, the Garda Code of Ethics, and best practice in public and private sectors. All issues arising in the Cultural Audit were published in a PwC report on 04/05/18.</p>
<p>17b Develop and publish a strategy to address issues identified (end Q2).</p>	<p>This target was not achieved. An Ethics and Culture Bureau was established in the Garda College to develop an organisational response to Cultural Audit issues (Q1). Its first task was to communicate the findings of the Audit and seek feedback from our own personnel. This task was completed in the first half of 2018. The broader task of addressing cultural issues arising will be achieved through multiple projects over multiple years. These include embedding the Code of Ethics throughout the organisation, and ensuring that a ubiquitous Human Rights approach is developed within the organisation to underpin all services provided. A cultural audit proposal will be developed by Q2, 2019 and implementation commenced later in the year.</p>
<p>18a Development of an ethics strategy (Q1).</p>	<p>This target was partially achieved. The Code of Ethics sets out guiding principles to inform and guide the actions of every employee. It also applies both to interactions between persons working for An Garda Síochána and the public, and to interactions between colleagues within An Garda Síochána. It is envisaged that the Code should permeate all areas of our work. Development of a strategy to embed the Code of Ethics was commenced in 2018. However, following the publication of the Commission on the Future of Policing in Ireland report, An Garda Síochána was re-considering its approach to ethics in a broader context of organisational culture at year-end.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>18b 1st phase of ethics training delivered to all personnel (Q2).</p>	<p>This target was partially achieved. By year-end a total of 12,717 personnel had attended ethics workshops (10,896 members; 1,706 staff; 115 reserves). Final workshops will be conducted in Q1, 2019, following a communications drive aimed at all outstanding personnel. At year-end, promotional materials had been developed and an Ethics and Culture Bureau portal team page were under development.</p>
<p>18c Gifts and Hospitality policy published (Q1).</p>	<p>This target was achieved. Policy and procedures in relation to the acceptance of gifts, hospitality and sponsorship was developed, approved and issued to all personnel in Q2, 2018. These directives codify the principles governing the acceptance of gifts, hospitality and sponsorship by Garda members and staff. They fulfil the dual role of ensuring that actions/decisions of Garda members and staff are made in the public interest and protecting Garda members and staff from accusations of improper behaviour. They seek to ensure that the actions of all Garda personnel are ethical, above reproach and do not give rise to any actual or potential conflict of interest.</p>
<p>19 Completion of a revised framework to support the development of strategy statements and associated policing plans (end Q3).</p>	<p>This target was partially achieved. During the course of the year a draft Planning Framework was developed. This included the development and launch of a Strategic Planning Portal Page; provision of a series of guideline documents to aid personnel involved in planning at all levels in An Garda Síochána; and the completion of a series of planning seminars throughout the organisation. Formal codification and launch of the framework has been postponed until it has been piloted in early 2019.</p>
<p>20 A policy ownership matrix approved.</p>	<p>This target was achieved. This project titled 'Policy Ownership Matrix' is the second of five projects to be developed and implemented within the organisation's Policy Framework. It involves the design and implementation of a matrix setting out the ownership of policy in An Garda Síochána. This matrix as far as possible assigned ownership areas to specific roles among the senior leadership team. This matrix determines the ultimate decision maker where a policy gap arises that does not naturally align with a specific section of the organisation. This project was successfully completed with the formal issue of a Policy Ownership Matrix in Q1, 2018.</p>
<p>21 Introduction of an IT solution to promote compliance with the inspection and review process, commencing in 4 Divisions (end Q2).</p>	<p>This target was achieved. The primary function of Inspections and Reviews is to assess the effectiveness of systems and procedures both locally and organisationally, in order to identify and implement measures to improve performance. A new IT support package to assist managers in conducting inspections and reviews was completed, tested and deployed in Q2 2018. The system was piloted in Sligo, Cork City, Tipperary and Mayo divisions in Q2. The new system was further upgraded in Q3 based on feedback from pilot divisions and will be implemented further in 2019.</p>

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p>22 Work with tripartite group to develop the capacity to cost policing plan.</p>	<p>This target was not achieved. Discussions on costing annual Policing Plans took place between An Garda Síochána; the Policing Authority; the Department of Justice and Equality; the Department of Public Expenditure and Reform; and the Department of the Taoiseach.</p> <p>In the immediate term, the costing of the Policing Plan poses considerable challenges, not least because the Garda financial management system is not activity based. In the medium term, high-level costs for projects being undertaken to support the recommendations of the Commission on the Future of Policing in Ireland will be available and will partly satisfy this initiative. Work is ongoing in relation to the broader issue of costing policing activity at district level, utilising data provided by the new Roster and Duty Management System. This initiative will be further progressed in 2019.</p>
<p>23a Ensuring that risk registers are in place in 80% of divisions and regions (end Q2); 100% of divisions and regions (end Q3).</p>	<p>This target was achieved. By year-end, compliance with completing Risk Registers was achieved in 98% of divisions. Communication and implementation work in relation to the revised approach to Risk Management will continue in 2019.</p>
<p>23b Implementation of formalised mechanism for sharing of risk related data between Garda Risk Management Unit and Garda Internal Audit Section (end Q1).</p>	<p>This target was achieved. Two formalised mechanisms for sharing risk related data between the Garda Risk Management Unit and the Garda Internal Audit Section were also initiated in Q1. Those mechanisms were the formal launch of Risk Management Policy and Procedures, which set out agreed roles and responsibilities, and ongoing monthly meetings held between both sections throughout the year.</p>
<p>23c Implementation of Governance Assurance Framework (end Q2).</p>	<p>This target was not achieved. An Garda Síochána is required to develop a Governance Assurance Framework to provide an overview of all assurance activity; identify those within the organisation with responsibility for each activity; and feed into its Risk Management processes, where issues can be highlighted on the Corporate Risk Register.</p> <p>In Q1, 2018 a draft proposal to develop a Governance Assurance Framework was commenced. Work to further progress this proposal continued during the year. The initiative was not completed by year-end, but will be further progressed in 2019. Challenges faced in this initiative were primarily resource and capacity issues.</p>



Credits:

Designed by: Creativerin Design

Photography by: An Garda Síochána Archive

Printed by:



garda.ie