



An Garda Síochána
Monthly Report to the Policing Authority

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

August 2017

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
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Please quote the following ref.
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Bí linn/Join us  

Ms. Helen Hall
Chief Executive
Policing Authority

Dear Ms. Hall

Re: Commissioner's Monthly Report to the Policing Authority

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

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

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

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

Of particular note, is the fact that the Garda College, from 1 to 3 August 2017, hosted a programme entitled 'Training Against Hate Crimes for Law Enforcement'. The three day programme, run by the OSCE's¹ Office for Democratic Institutions and Human Rights, in partnership with the European Network of Police Women, attracted a number of police trainers from Ireland and throughout Europe and further afield. Nine members of An Garda Síochána participated in the programme and overall, there were 13 different nationalities represented.

The programme included a sharing of real life experiences and case studies from various police services in different countries, which included identifying, preventing and investigating hate crime and responding expeditiously and robustly to all reports. The training programme was used as an opportunity to build skills and knowledge about the adverse impact hate crimes have on the community and for sharing and learning from best practice in investigations. The mix of cultures and backgrounds of attendees significantly enriched the learning.

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

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

Yours sincerely

INSPECTOR
OFFICE OF THE COMMISSIONER

August 2017

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

¹ Organization for Security and Co-operation in Europe

Financial Position

The overall financial position at the end of July shows a total net expenditure of €856.9 million which is €13.1 million more than the profiled spend of €843.8 million. As previously reported, the recent Garda Pay Deal will cost an estimated additional €60 million in 2017 of which €34 million was provided in the Revised Estimates. The management accounts for July show an adverse variance for the Pay Subhead of €31.3 million which is partly driven by the funding shortfall but also due to operational exigencies which have resulted in higher overtime expenditure than the profiled budgeted spend.

The expenditure on overtime for year to date (July) was €71.9 million, resulting in an over spend of €24.8 million which is 53% in excess of the profiled budget. All Assistant Commissioners and Executive Directors have been briefed in detail with regard to their overtime spend.

Fleet Management

Strength of Garda Fleet, broken down by Type as at 31/07/2017

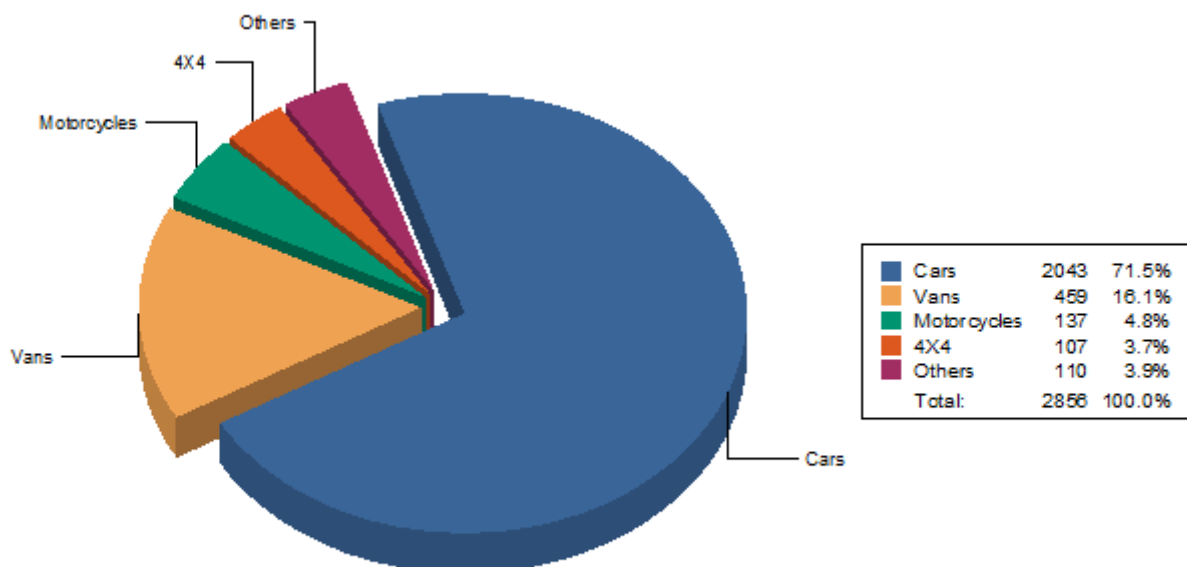
Cars			Vans	Motorcycles	4 x 4	Others	Total
Marked	Unmarked	Total	Total	Total	Total	Total	
809	1,234	2,043	459	137	107	110	2,856

Strength of Garda Fleet, broken down by Age as at 31/07/2017

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
Total	2,043	459	137	107	110	2,856	100%
< 1 year	289	88	35	16	31	459	16%
1 – 2 years	230	95	28	32	24	409	14%
2 – 4 years	844	56	20	0	19	939	33%
4 – 6 years	146	104	10	6	2	268	9%
> 6 years	534	116	44	53	34	781	27%

Vehicle age is calculated from date of commission.

Strength of Garda Fleet, broken down by Type as at 31/07/2017



Procurement

New Office of Government Procurement (OGP) Procurement Guidelines

The OGP launched the new National Procurement Guidelines on 5 July 2017. An Garda Síochána is updating its internal procedures to take account of the new guidelines. The guidelines have been disseminated by the Garda Síochána Procurement Section to all key business areas and detailed internal procedures are being developed which cover the key elements of the new guidelines.

Cultural Audit

The contract for the cultural audit was signed between An Garda Síochána and PwC on 7 July 2017. A contract award notice was published in the Official Journal of the European Union (OJEU) as required under the EU Procurement Regulations.

Training in Code of Ethics

An Garda Síochána worked with the OGP to have a tender for the training of managers and trainers on the Garda Code of Ethics published and completed in August to allow for training in the Autumn.

Estate Management

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

Project team meetings were held with the Office of Public Works (OPW) in relation to the major Garda Station projects on site at Kevin St., Wexford and Galway. Wexford Garda Station is expected to be completed in September 2017 with Kevin Street and Galway scheduled for completion in December 2017 and February 2018, respectively.

Garda Capital Investment Programme 2016-2021

- A Contract was awarded for the provision of a Specialist Victim Interview Suite at Stradone, Co Cavan on 14 July 2017.
- Safety and upgrade works for Áras Mheibhe in the Garda College were completed in July 2017.
- The tender for the upgrade of Ballinasloe Garda Station issued on 14 July 2017.
- The tender for the upgrade of the cells and custody management facilities at Carlow Garda Station is being assessed and a contract is expected to be awarded shortly and to go on site in Q3, 2017.
- Work with the OPW, is ongoing to develop proposals to improve accommodation at a number of Garda Stations included in the Capital Investment Programme, 2016-2021. Tender documents are planned to issue in Quarters 3/4 2017 for works at Athlone (tender to be issued in September), Glanmire (Part 9 Planning application lodged 2 August 2017) and Donegal Town.

2 Human Resources and People Development (HRPD)

- The current Garda strength is 13,300 and civilian strength is 2044.009 (whole-time equivalent). A full breakdown by rank and grade is outlined at Appendix A.
- The Garda Trainee recruitment campaign continues. 142 recruits were attested on 24 April 2017 and a further 198 on 6 July 2017.
- A group of 206 student Gardaí commenced training on 2 May 2017 and 200 on 8 August 2017. A further 200 students are due to commence on 6 November 2017.
- Further to the sanction received to recruit the 95 priority posts at the beginning of this year and the €8m provided in the 2017 Garda Pay Budget for the recruitment of 500 civilian staff, work is well advanced on filling these posts.
- The recruitment process for the Executive Director Legal and Compliance post is progressing through the Public Appointments Service.
- In July 2017, the latest iteration of the Workforce Plan was forwarded to the Policing Authority with a commitment to provide further iterations at the end of Quarters 3 and 4. The Workforce Plan includes the Organisational Deployment Survey (Census) as an appendix which identified approximately 2,050 posts meriting further examination for civilianisation. Meetings will continue on a regular basis with the Policing Authority and Departments of Justice and Equality and Public Expenditure and Reform to progress the Workforce Plan. Further information on the status of Civilianisation and Redeployment is outlined in Section 5.
- Details of numbers and vacancies in specified ranks are attached at Appendices C and D.

3 Information and Communications Technology (ICT)

The following projects were deployed to the Live Environment in the above time period;

- **eVetting 1.5:** An upgrade to eVetting went live on 24 July 2017. This release provided new application functionality for the registered organisations and Garda Central Vetting Unit users.
- **Portal Release 6:** An update to DNAT (DNA Sample Tracking Facility) on An Garda Síochána Portal was implemented on 3 August 2017.
- **GNIB Q3 Release:** The quarterly GNIB release was deployed on Friday 11 August 2017. This release contained updates to the 'colleges and courses'² fields within the application.
- **PULSE 7.2:** An upgrade to the Garda PULSE system went live on 13 August 2017. This update added additional application functionality as well as integration with the Property & Exhibits Management System (PEMS). The release incorporated the rollout of security enhancements across the PULSE platform.
- **Major Investigation (MI) Maintenance Release:** An infrastructure project for the replacement of a legacy firewall was implemented in advance of the Go Live date of 14 August 2017. The implementation will facilitate the migration of all applications in the MI environment to the new hardware in the coming weeks.
- **Reporting Services Release 5 & 6:** Updates to reporting services were successfully deployed on 22 and 24 August 2017 respectively. These updates provided enhancements to the current reports within the application.

² Within in the GNIB application there are dropdown fields containing lists of all registered Colleges (Educational) and the respective courses offered by these Colleges. On a periodic basis, these lists are required to be updated when a new college is established, or a course is added or removed from the curriculum.

Modernisation and Renewal Projects

Front Line Mobility: The Airwatch Enterprise Mobility Management (EMM) solution was setup on the Garda Pre-Live Environment and the production environment preparation concluded on 22 August 2017. The stakeholder group has identified 20 users for an initial live pilot of the EMM solution. The live pilot will utilise Samsung KNOX mobile devices with the Knox Enterprise Container enabled to protect An Garda Síochána's data. Procurement of Live Pilot Mobile Devices is being progressed through Garda Telecoms. Communication and Training Materials have been prepared in advance of the EMM Live Pilot, currently planned for September 2017.

Property Management: The build and test phase activities are currently ongoing. Engagement with the Garda College, Strategic Transformation Office (STO) and key system users for business readiness and change activities are in progress. The second pass³ of User Acceptance Testing is due to commence on week commencing 4 September 2017. The application is due to go live on 18 September 2017.

Enterprise Content Management (ECM): Phase 1 end user training concluded in Mullingar on 28 July 2017. The ECM platform was deployed to a live environment on 31 July 2017 and is being used in Mullingar, Athlone and Naas Districts along with the Eastern Regional offices. ECM support is liaising with STO and directly with users to provide support to the system users throughout the initial weeks after ECM go-live.

Investigations Management System (IMS) will centrally manage all investigations within the Organisation. Change Request Notices for increased scope and impact have been approved by the Business Sponsor, National Security Programme Board & Executive. The new date for the system to be built and delivered is Q4 2018. As part of the delivery of the Investigations Management System the Business Readiness Team at the STO is working closely with stakeholders (business and end users) to ensure they are ready to use the system upon its go live. As part of their engagement, they are reviewing the system implementation approach and are devising training plans in association with the Garda College.

Roster and Duty Management System (RDMS) will implement an off-the-shelf Duty Management System for active duty planning and resource management (time and attendance). The project is in the final month of the analysis and design phase. Extensive 'As-Is' analysis of both Garda payment rules and planning activities have occurred over the past three months. The 'To-Be' designs for both the Garda payment rules and the planning activities continue throughout August. The pilot is due for deployment in Q1 2018.

PRÜM⁴ will implement enhancements to the Automated Finger Printing System to step up cross-border cooperation in relation to terrorism, crime and illegal immigration. Pre-production integration between all the components that make up the solution is complete. Integration testing is currently in progress. The planned go live date is Q1 2018.

³ User Acceptance testing for the Property Management application has been divided into a number of phases, the industry term for such test phases is known as 'passes'. A phased testing approach was adopted so that bugs/issues encountered in phase/pass 1 could be fixed and retested in a phase/pass 2 as per industry best practice.

⁴ Prüm Convention: sometimes known as Schengen III Agreement is a treaty, signed on 27 May 2005 by Austria, Belgium, France, Germany, Luxembourg, the Netherlands and Spain in the town of Prüm in Germany and which is open to all members of the EU, 14 of which are currently parties. The convention was adopted to enable signatories to exchange data re. DNA, fingerprints and vehicle registrations of concerned persons and to cooperate against terrorism.

Schengen: This project allows for information exchanges between Schengen member states on persons and property. Phase 0 of the Schengen project, allowing for detailed requirements gathering and business process definition is in progress. The 'As-Is' business processes have now been completed and the Project Team is currently working with the relevant stakeholders to define the 'To-Be' business processes. A meeting to confirm roles and responsibilities was held on 17 August 2017 for the various stakeholders, with a follow up meeting due to take place on 25 August 2017.

4 Corporate Communications

Major Emergency Exercise

A major emergency exercise was conducted in Dublin city centre on 14 July 2017 and representatives of the media were invited to attend and observe. Following the exercise, the Commissioner and senior officers provided reassurance to the public concerning the Organisation's capacity and capability to deal with potential incidents.

Road Safety Six Month Update

A media event was held at Store Street Garda Station on 18 July 2017 in conjunction with the Department of Transport and the Road Safety Authority. This event was also attended by the Minister for Transport, Tourism and Sport, Shane Ross TD. Briefing was provided to the media present on trends relating to road safety for the first six months of the year. Garda management provided road safety advice, particularly in relation to speeding and drink driving.

Publication of Garda Síochána Public Attitudes Survey, Q1 2017

The results of the Garda Síochána Public Attitudes Survey for Quarter 1, 2017 were published by press release, garda.ie and social media. Details of the results were also provided to all Garda members and staff on the Garda Síochána Portal with emphasis on areas for improvement. The Head of the Garda Síochána Analysis Service conducted several media interviews on the survey results.

Operational Media Briefings

Organisational senior management provided a number of media briefings during the month on operational successes and initiatives. These included activities targeting dissident republican groups, missing persons, taxis overcharging at Dublin Airport, motor insurance scams, murder investigations, and public safety at high profile concerts/festivals.

5 Progress update on the status of Civilianisation and Redeployment

As outlined in Section 2 of this report, the Workforce Plan for the Organisation was forwarded to the Policing Authority in July 2017. All parties involved in this work to date are focusing on ensuring that the significant expenditure on the civilianisation programme will yield the greatest benefits possible with specific emphasis on freeing up of Garda members from administrative functions to operational policing duties.

Following the recently concluded Organisational Deployment Survey (Census), the process for tracking the associated movements has been developed and data sharing will continue between An Garda Síochána and the Policing Authority.

The first 43 posts for redeployment are being actively progressed, with requests for civilian staff made to the Public Appointments Service (PAS). To date, the PAS has delivered 28 names and these people are currently the subject of vetting. Start dates have been agreed for three persons to date. The necessary communication around redeployment will be critical to its success.

Further professional level posts sanctioned have been filled through panels available in the PAS, with work continuing on the recruitment of solicitors. In common with other civil and public service organisations, recruitment of professionals is becoming difficult due to the pay levels available. Other approvals are being actioned, with recruitment at Clerical Officer level at almost 100, also utilising the PAS panels.

Work continues on prioritising competing demands of the organisation and submitting requests for approval to recruit to the Policing Authority in the format required. The latest submission to the Policing Authority seeks approval for over 220 posts at various grades, including professional grades. An Garda Síochána welcomes the recent approval for the Chief Data Officer at Executive Director level and for four Assistant Principal Officers for the Hybrid Functional Model of Policing pilots.

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

In accordance with the commitment made at the Code of Ethics Committee meeting on 13 July 2017, the implementation plan to embed the Code of Ethics which included timelines and progress made was forwarded to the Policing Authority on 23 August 2017. This report included details of the tender process for the provision of Code of Ethics training and all related activities, which closed on 22 August 2017. The evaluation team in An Garda Síochána has been established and the evaluation is due to commence.

During August 2017, the internal communications plan to inform and educate all Gardaí, Reserve and civilian personnel continued. All personnel in An Garda Síochána have been provided with an e-version of the Code of Ethics, details of actions associated with the roll out of the Code and the forthcoming awareness briefings. Briefing packs were delivered to all Divisions and Sections of An Garda Síochána and the briefings are due to commence throughout the organisation in the coming weeks. A printed version of the Code of Ethics has been provided to all Garda and civilian management in An Garda Síochána and to students and staff at the Garda College. A copy will be provided to all members and staff of An Garda Síochána prior to training. In conjunction with the provision of the printed Code of Ethics, a book entitled *'Leading with Integrity, a practical guide to business ethics'* was distributed to all senior and middle management in the Organisation.

The Code of Ethics is embedded in Foundation Training for all trainees at the Garda College and is presented and discussed on Senior Investigating Officer programmes, driver training and all Management and Leadership Development programmes. On completion of the tender process, the Code of Ethics will be fully embedded in all programmes throughout the Garda College in a consistent and focused manner. Formal 'in-person' training will commence following completion of the tender process. The successful bidder will design the training approach and material, deliver ethics training to leadership, facilitate the planned regional briefing sessions and train Garda Instructors so that the CPD Schools and Garda College are equipped to embed the Code of Ethics in all training. An Garda Síochána is currently considering the long-term structure for the appointment of an Ethics Officer and an Ethics Committee and it is anticipated that expressions of interest will be sought for this purpose.

The commencement of regional launches will be dependent on finalisation of the tender process; however, it is hoped that they will commence in October 2017. Plans are underway to commence with the Dublin Metropolitan Region and to continue throughout all remaining regions nationally. An Garda Síochána welcomes the support of the Policing Authority in the roll out of the Code of Ethics and looks forward to engaging further with the Authority during leadership training, regional launches and other ethics initiatives in due course.

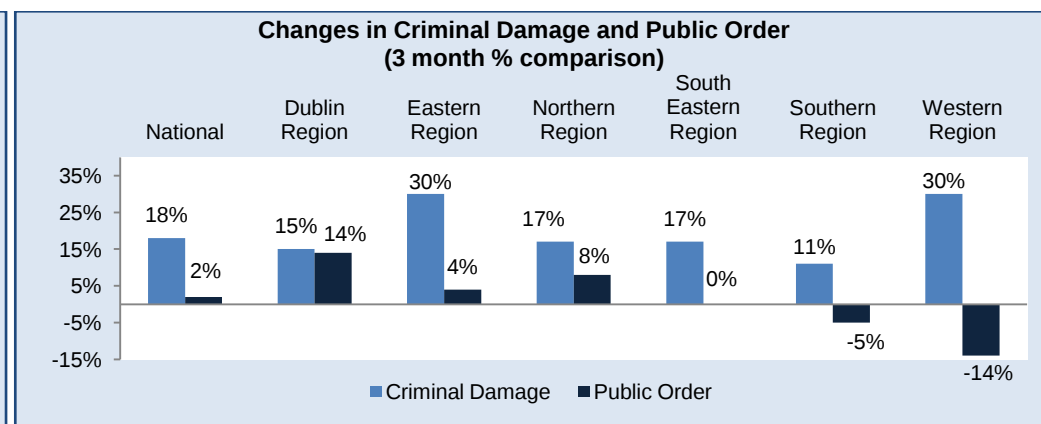
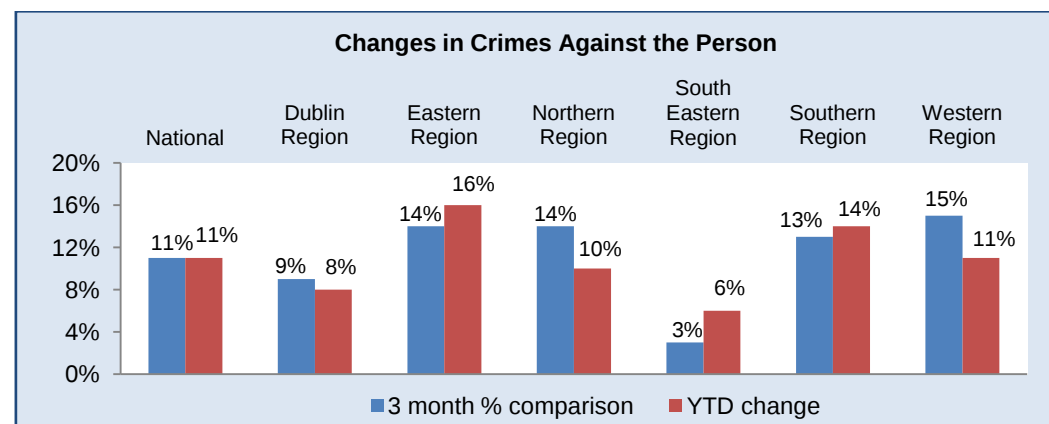
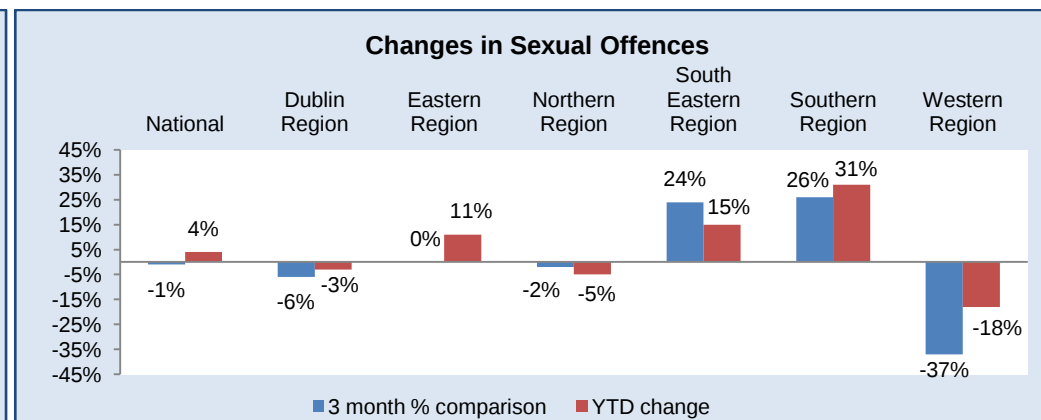
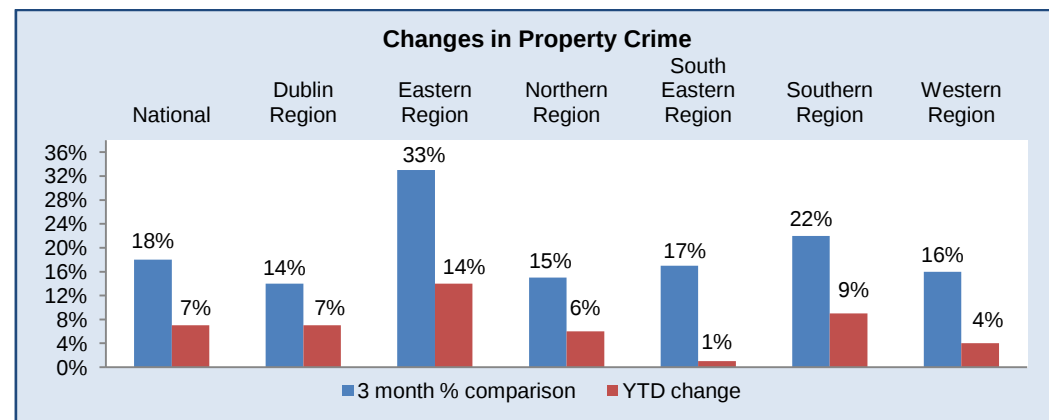
National Overview

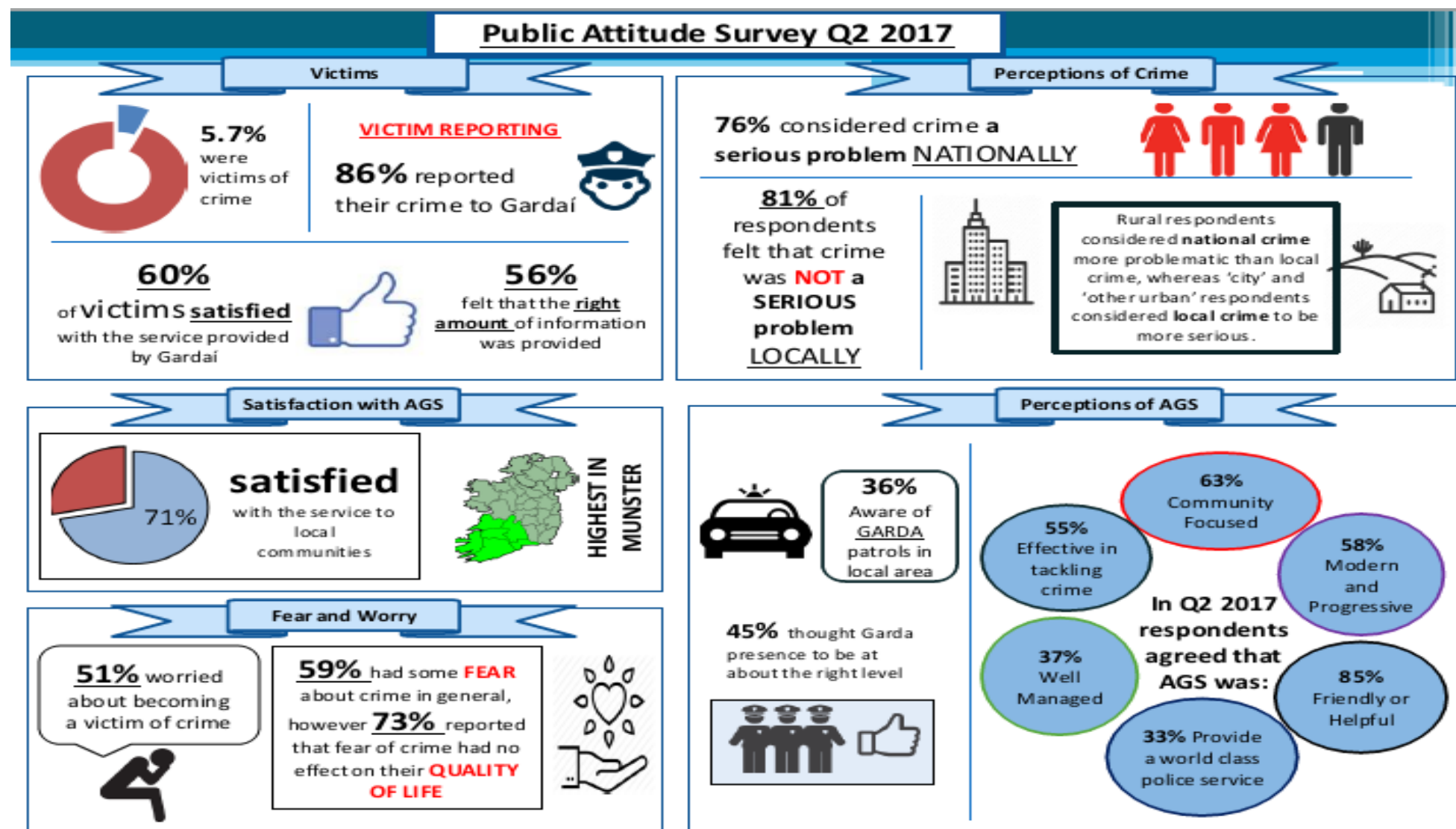
Property crime nationally is up 7% in the year to date and 18% when May, June and July are compared to the same period in 2016, with all regions reporting increases. Crimes against the person are up 11% in the year to date with increases evident in each region. When compared with the same period last year, sexual offences are up 4%. Criminal damage is running 18% higher and public order offences are running 2% higher compared to the same three months last year. Fatal and serious injury traffic collisions are down 16% in the year to date.

Note: Crime incident figures and the associated trends above are based on provisional data. The CSO publications represent the official crime statistics. These are carried in the CSO's quarterly publications of crime trends and in their annual reports. Regional incident counts for some crime categories are low; therefore percentage changes should be interpreted with caution.

Emerging Challenges

In recent months there have been substantial increases in incident counts across many crime groups. These increases are seen right across the country.





Fear and Worry

51% worried about becoming a victim of crime



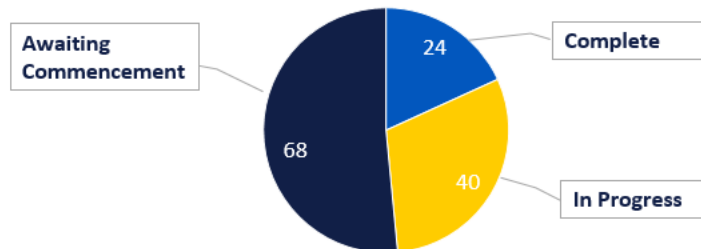
59% had some **FEAR** about crime in general, however **73%** reported that fear of crime had no effect on their **QUALITY OF LIFE**



9 Modernisation and Renewal Programme 2016-2018

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

All Projects are categorised on the Programme Plan. **40** Projects are currently in progress as part of the Modernisation & Renewal Programme.



Changes since June

Awaiting Commencement	In Progress	Complete
-1	+1	+0

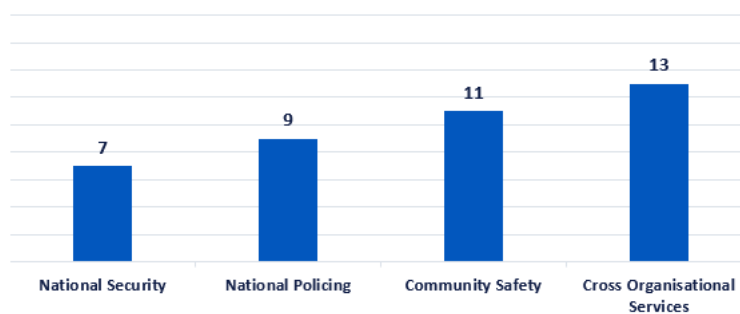
Court Presenters Removed

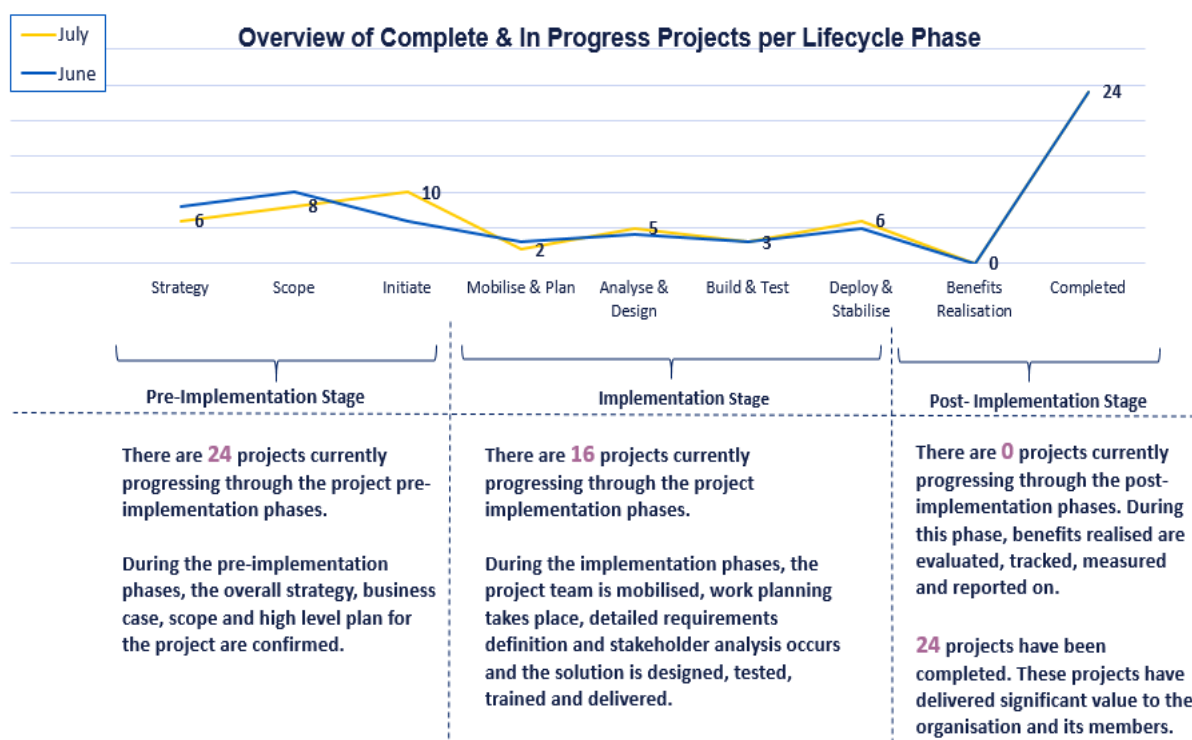
Court Presenters Added

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

Critical	Under Control	On Track
8	8	24

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





10 Risk Management

Six meetings of the Risk & Policy Governance Board (R&PGB) have been held to date in 2017, with the most recent meeting taking place on 14 August 2017. Another R&PGB meeting has also been scheduled for 21 September 2017.

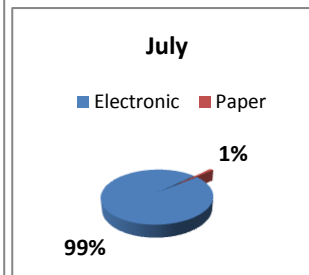
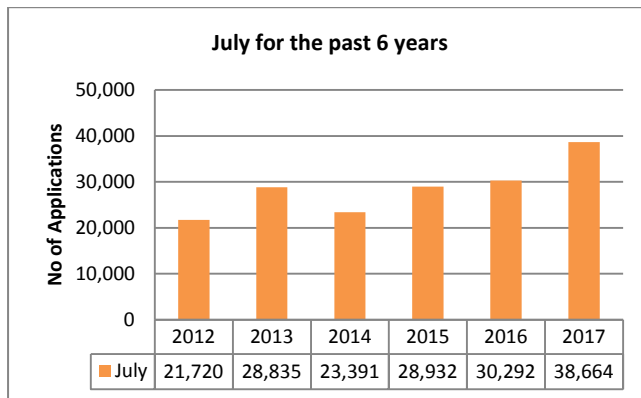
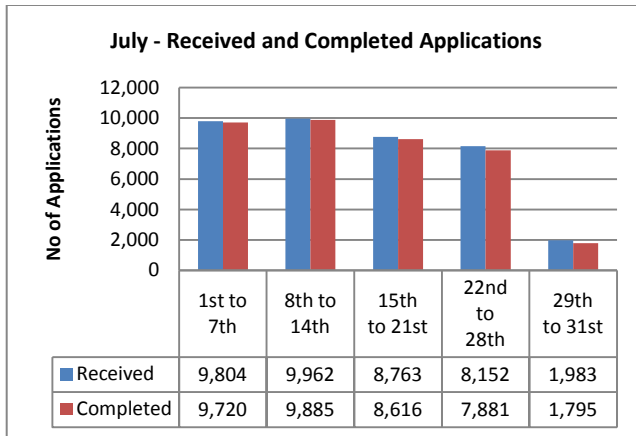
Risk registers have been developed at executive level and are currently being reviewed and finalised by Deputy Commissioner Policing and Security, Deputy Commissioner Governance and Strategy and the Chief Administrative Officer. One-to-one meetings between Deputy Commissioner Governance and Strategy and each Corporate Risk Owner have been scheduled for August 2017. Approximately five meetings have taken place in August.

The Garda Risk Management Unit provides organisation-wide communications, training, advice and guidance to all risk management stakeholders, with the objective of embedding risk management firmly within the Organisation's culture.

- A final co-facilitated management training workshop (with the Institute of Public Administration) was provided to the remaining senior managers on 7 July 2017.
- Three briefings were delivered to Risk Management Support Staff on 5, 6 and 10 July 2017.
- The Garda Risk Management Unit provided four Risk Register Development Workshops during July to 31 staff members.
- The Garda Risk Management Unit also continues to provide specific support, guidance and advice to stakeholders on an ongoing basis.

A meeting was held between The Garda Risk Management Unit and the Policing Authority on 11 July 2017 which provided an update on the revised approach to Risk Management implemented on 31 March 2017.

11 Vetting



Appendix A

Human Resources and People Development (HRPD)

Rank	Strength at 31 July 2017*
Commissioner	1
Deputy Commissioner	2
Assistant Commissioner	8
Chief Superintendent	39
Superintendent	163
Inspector	299
Sergeant	1,909
Garda	10,879
Sub - Total	13,300
Career Breaks (incl ICB)	182
Work-sharing**	51
Secondments (Overseas etc)	18
Maternity Leave	122
Unpaid Maternity Leave	46
Total	12,881

*Indicative strength only as the most recent attestation allocations are being finalised

**Equates to 102 work sharing members

Civilian Strength as at 28 July 2017

Professional/Technical		Administrative		Industrial	
Head of Training & Development	0	CAO	1	General Op	11
Teacher	16.6	Exec Director Finance	1	Electrician	1
Researcher	2	Exec Director HRPD	1	Store Keeper	1
Professional Accountant Grade I	5	Exec Director ICT	1	Carpenter	1
Professional Accountant Grade II	4	Exec Director Strategy & Transformation	1	Charge hand	1
Professional Accountant Grade III	1	Director	1	Plumber	1
CMO	1	PO*	6	Traffic Warden	6.5
Assistant CMO	1	AP**	29	Coffee Shop Attendant	0
Occupational Health Physician	0	HEO***	102	Driver	15.8
Nurse	3	EO ****	290.786	Store man	4
Photographer	3	CO	1315.303	Store Officer	1
Cartographer	2	Supt. of Cleaners	1	Groom	1
Telecoms Technician	13.6	Cleaner	146.95		
Examiner of Maps	1	Service Attendant	31.47		
Head of Legal Affairs (Director level)	1	Seasonal Cleaner /SA	8		
Accident Damage Co-ordinator	1	Service Officer	7		
Technical Supervisor	0				
Workshop Supervisor	1				
Total	56.2		1943.509		44.3

* Includes 1 Senior Crime & Policing Analyst; ** Includes 2 Higher Crime & Policing Analysts;

*** Includes 29 Crime & Policing Analysts, and 2 Assistant Accountants; **** Includes 10 Crime & Policing Analysts

GRAND TOTAL: 2044.009 (whole-time equivalent)

Appendix B (i)

Policing Plan 2017

June Performance At A Glance

PRIORITY 1: NATIONAL AND INTERNATIONAL SECURITY

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

PRIORITY 2: CONFRONTING CRIME

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

PRIORITY 3: ROADS POLICING

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

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

Appendix B (ii)

Policing Plan 2017

June Performance At A Glance

PRIORITY 4: COMMUNITY ENGAGEMENT & PUBLIC SAFETY

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

PRIORITY 5: ORGANISATIONAL DEVELOPMENT & CAPACITY IMPROVEMENT

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

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

Appendix C

Schedule of Expected Vacancies													
Rank	Forecast of Total Number of Vacancies based on compulsory retirements and other known leavers including voluntary retirements, resignations, career breaks, consequential vacancies, etc.												
	2017												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2017
Assistant Commissioner		1		1		1							3
Chief Superintendent	1	1				1			2			1	6
Superintendent			1			1		2	3			2	9
Total	1	2	1	1	0	3	0	2	5	0	0	3	18

Appendix D

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks Data as at the end of July 2017													
Rank	ECF	Position at end of last month	Appointed in Month	Career Break		Resignations	Retirements		Demotions	Consequential vacancies	Net Change Increase (+), Decrease	Total at end of Month	Total Number of Vacancies at end of Month
				Commenced	Return		Compulsory	Voluntary					
Assistant Commissioner	8	8									0	8	0
Chief Superintendent	45	39	6								6	45	0
Superintendent	166	163	7							6	1	164	2
Total	219	210	13	0	0	0	0	0	0	6	7	217	2