



An Garda Síochána
Monthly Report to the Policing Authority

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

June 2017

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
Páirc an Fhionnuisce
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Bí linn/Join us  

Ms. Helen Hall, Chief Executive
Policing Authority

Re: Commissioner's Monthly Report to the Policing Authority

Dear Ms. Hall

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.

The Garda Síochána Public Attitudes Survey 2016 was launched on 14 June 2017. It is a face to face social survey of the Irish public's attitudes towards crime and policing in Ireland. The 2016 survey is the second sweep since its re-launch in 2014. Public Attitudes Survey results are now used to monitor progress against An Garda Síochána's 2016 - 2018 Strategy Statement and yearly Policing Plans. The survey monitors how satisfied the general public are with the service provided by An Garda Síochána and how effective and capable they consider the Garda Organisation to be. The full report can be accessed at www.Garda.ie.

Four new Divisional Protective Services Units (DPSUs) went live across three Garda Divisions on 2 June 2017, marking a new chapter in the investigation of specialised crime types. This represents another milestone in An Garda Síochána's Modernisation and Renewal Programme (MRP) and is one of a number of initiatives designed to improve our policing service to the public. The units are based in Cabra, Clondalkin, Anglesea Street (Cork) and Dundalk. They are the first to be established as part of a phased nationwide roll-out of DPSUs in all Garda Divisions with Phase 2 commencing in 2018.

DPSUs, which are a major commitment in An Garda Síochána's MRP, 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.

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

1. **National and International Security** – A safe 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.

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

Garda eVetting won the Open Source Award, which led to the National Vetting Bureau going on to win the Overall Winner Award at the 2017 Ireland eGovernment Awards. This is a huge achievement for the National Vetting Bureau. Full details are outlined in Section 10.

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

1 Finance

Fleet Management

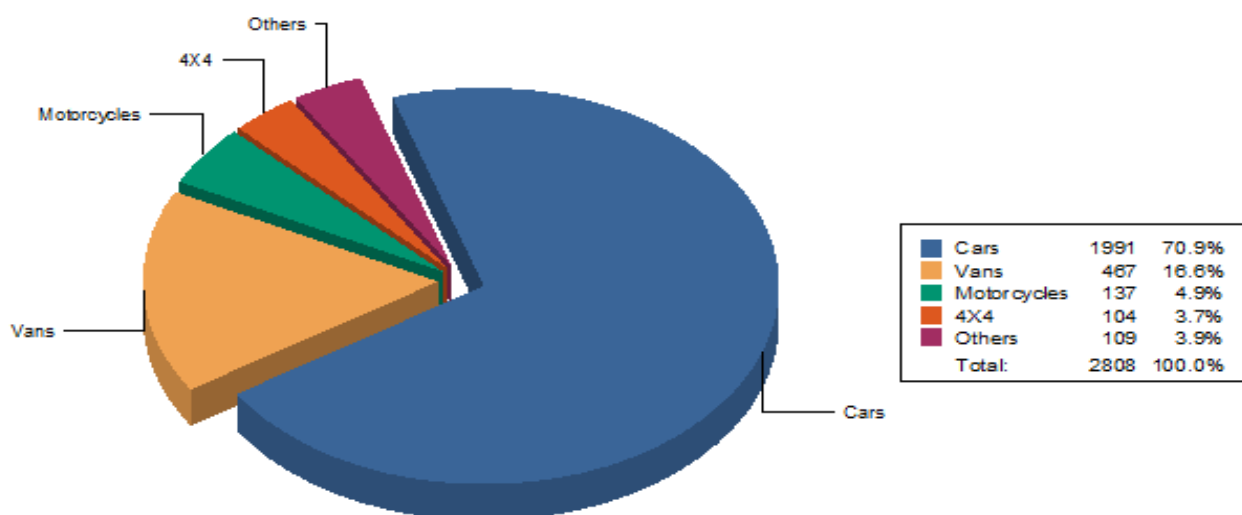
Strength of Garda Fleet, broken down by Type as at 31/05/2017

Cars			Vans	Motorcycles	4 x 4	Others	Total
Marked	Unmarked	Total	Total	Total	Total	Total	
800	1,191	1,991	467	137	104	109	2,808

Strength of Garda Fleet, broken down by Age as at 31/05/2017

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
Total	1,991	467	137	104	109	2,808	100%
< 1 year	295	105	35	17	30	482	17%
1 – 2 years	260	76	28	26	23	413	15%
2 – 4 years	780	54	20	0	18	872	31%
4 – 6 years	105	104	10	7	3	229	8%
> 6 years	551	128	44	54	35	812	29%

Strength of Garda Fleet, broken down by Type as at 31/05/2017



Procurement

Cultural Audit: An Garda Síochána is now in the contract discussion phase with the preferred bidder, PWC, and Department of Public Expenditure and Reform (DPER) sanction to go to contract with the preferred bidder has been requested.

Public Attitudes Survey: The Garda Síochána Analysis Service is working on the Request for Tender (RFT) with a view to publication in Quarter 3 2017.

Garda College Restaurant Tenders: A meeting with the Office of Government Procurement (OGP) and the Garda College is planned for June 2017 to progress the tenders for foodstuffs.

Occupational Health: The OGP evaluation process was completed for Lot 1 (Pre Employment Medical Assessment, Immunisations (Lot 2) and Health Screening (Lot 3) during May 2017. The OGP is now finalising the evaluation report and preparing the standstill letters to issue to all framework applicants.

Estate Management

Development of the new purpose built Garda facility at Military Road

In December 2016, the OPW agreed a new non renewable six year lease on the Harcourt Square complex, commencing on 1 January 2017. This creates the imperative to develop a replacement facility for An Garda Síochána at Military Road before the end of 2022. Following presentations made in March and April 2017 by the State Architect (OPW) in relation to the Military Road scheme to Assistant Commissioner Special Crime Operations (AC SCO) and the senior management team based at Harcourt Square, OPW drawings have been forwarded to AC SCO and to each Bureau / Unit for views.

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

Project team meetings with the OPW were held in relation to the major Garda Station projects on site at Kevin Street, Wexford and Galway. In relation to the respective project programmes, Wexford is expected to be completed in Quarter 3, 2017 with Kevin Street and Galway scheduled for completion in Quarter 4 2017.

Garda Capital Investment Programme 2016-2021

Tenders for the provision of a Specialist Victim Interview Suite at Stradone, Co. Cavan were returned to the OPW in April 2017 and are being evaluated. It is anticipated the contract will be awarded in June 2017.

Other Projects

- The Planning application for works at Longford Garda Station has been lodged.
- Tender documents have been issued for works at Carlow Garda Station.
- Enabling works have been completed at Athlone Garda Station and the procedure to pre-qualify contractors for the major redevelopment of the Station has commenced.
- Work with the OPW is ongoing to develop proposals to improve accommodation at a number of Stations included in the Capital Investment Programme 2016-2021.
- Tender documents are planned to issue in Quarters 2 and 3, 2017 for works at Ballinasloe, Glanmire, Longford and Donegal Town.

2 Human Resources and People Development (HRPD)

- The current Garda strength is 13,138 and civilian strength is 2032.85 (whole-time equivalent). A full breakdown by rank and grade is outlined at Appendix A.
- The Garda trainee recruitment campaign continues. An attestation took place on 24 April 2017 where 142 recruits were attested. A further group of 206 student Gardaí commenced training on 2 May 2017. The next intakes are scheduled for 8 August and 6 November 2017 with a total of 200 due to commence training in each intake.
- Sanction was received to recruit the 95 priority posts as submitted to the Authority by the Chief Administrative Officer. €8m has been provided in the 2017 Garda Pay Budget for the recruitment of 500 civilian staff this year.
- The recruitment process for Executive Director Strategy and Change Management is well advanced with a candidate currently being Garda vetted.
- The successful candidate for the post of Chief Medical Officer is also being Garda vetted.
- The Executive Director Legal and Compliance post was advertised by PAS and the closing date for applications was 8 June 2017.
- A Professional Accountant for the Finance Directorate commenced duty on 22 May 2017.
- The Public Appointment Service has assigned a Solicitor to An Garda Síochána who is now being Garda vetted and assignment of a further Solicitor is awaited.
- Assignments to the remainder of the posts are progressing.
- Details of numbers and vacancies in specified ranks are attached at Appendices B and C.

3 Information and Communications Technology (ICT)

The following projects have been deployed to the Live Environment;

- **Data Protector Upgrade:** An upgrade of the backup and restore solution used by An Garda Síochána was completed on 15 May 2017.
- **eVetting 1.4 Release:** A migration of the eVetting database from SQL 2008 to SQL 2016, including database compression, was completed successfully on 20 May 2017.
- **Reporting Services Release 4:** On 25 May 2017, an upgrade to the reporting services application was completed successfully, providing enhancements to a number of reporting services reports.
- **Security Release:** As part of the DMZ migration project, data file transfers were migrated from Legacy Software to Secure File Transfer in the new DMZ environment on 3 May 2017.
- **AFIS Maintenance Release:** Successful quarterly maintenance release was deployed to the AFIS system on 8 May 2017.
- **Portal Release 3** was deployed in the Live Environment on 10 May 2017 including maintenance updates to the Garda Portal.

Modernisation and Renewal Projects

Front Line Mobility: The Airwatch Enterprise Mobility Management (EMM) solution has now been setup on the Garda Pre-Live Environment. Connectivity testing on a range of mobile devices has been successfully completed and is now under Airwatch management. Each device has a Secure Container for enterprise apps and data, Enforced Security Policies, Secure Garda email, Garda App Store and App Level VPN. A series of EMM Working Group sessions are being held with Senior ICT stakeholders with a view to agreeing and finalising EMM configuration that will be adopted for a live pilot, which is currently planned to run through August 2017.

Property Management: Build and test phase activities are currently ongoing. Engagement with the Garda College, STO and key system users for business readiness and change activities is in progress.

Preparations are ongoing for a User Acceptance Test (UAT) which is planned to begin on the 26 June 2017. The application is due to go live in Quarter 3 2017.

Enterprise Content Management (ECM): Preparation for the rollout of Phase 1 of ECM training is progressing. Train the Trainer sessions are scheduled for 15 June 2017 with phase 1 training due to begin on 19 June 2017.

Investigations Management System (IMS) will centrally manage all investigations within the Organisation. Change Request Notices for increased scope and impact have been approved by Business Sponsor, National Security Programme Board and the Executive. It is anticipated that Functional Designs will be signed off by mid July 2017. Technical and business options for system launch and data migration are currently being assessed with a planned go live date of Quarter 4 2018.

Roster and Duty Management System will replace the existing paper based system. The mobilisation phase has been completed and the team is entering design phase. Analysis of the 'As-Is' processes and documentation of Garda Compensation Rules is currently in progress. Pre workshop site visits have been carried out to Store Street and Civilian HR, Navan. The project team will travel to the UK in June 2017 to receive training on the DMS Product from the vendor, Crown Computing. They are currently in the process of moving to their new location in Capel Street.

PRÜM¹ will implement enhancements to the Automated Finger Printing System to step up cross-border cooperation in relation to terrorism, crime and illegal immigration. Technical and functional design stages are complete. Development and build stage commenced. Planned go live is Quarter 1 2018.

Enhancing network access in rural locations: ICT are incrementally upgrading non networked stations to enable connectivity to Garda information systems. The current status is that 10 stations were upgraded in December 2016, 24 were upgraded in Quarter 1 2017 and 17 have been upgraded thus far in Quarter 2. The target is to upgrade 25 stations per quarter.

4 Corporate Communications

Publication of Independent Audit by Dr Shannon on Section 12 of the Childcare Act

The Audit conducted by Dr Shannon at the request of An Garda Síochána was proactively published and a media briefing by Dr Shannon and senior officers occurred on that day. An Garda Síochána stressed the action it was taking to remedy issues raised by Dr Shannon.

Recruitment Campaign for New Gardaí

An advertising campaign was run across national and local media to make the public aware of the opportunity to become a Garda recruit. The Press release included quotes from partner agencies. The need for ethical behaviour was emphasised and the desire to attract candidates from across society, particularly minority communities.

Highlighting the Growth of Text Alert

A press release highlighting the growth of the Text Alert scheme over the last year was sent to national and local media. The press release included support from our partner agencies in the

¹ 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.

scheme, which included Muintir na Tíre, Neighbourhood Watch and the IFA. A Garda representative from the National Bureau of Community Engagement conducted a number of interviews with local radio stations on the success of the scheme in their area.

Young Scientist Exhibition & Policing

The Commissioner invited students who had entered policing-related projects into the 2017 BT Young Scientist Exhibition, to present their findings to Garda senior management at an event she hosted in Farmleigh. Students from 11 schools attended the event, which received coverage in the Irish Times, the Evening Herald and local media.

Speed Cameras in the Port Tunnel

There was extensive coverage for the introduction of speed cameras in the Port Tunnel following a media briefing on the matter organised by Transport Infrastructure Ireland, the Department of Transport, the Road Safety Authority and An Garda Síochána.

Operation Slowdown

A road safety operation to promote adherence with speed limits over the May bank holiday weekend was promoted across national, local and social media. Regular updates were provided on rates of compliance and also on excessive speed on major roads.

Public Safety at Slane Concert

A media briefing was held in conjunction with the promoters and the venue to inform concert goers of the traffic and safety plan for this event.

Interviews Conducted

Interviews were provided by Garda experts on organised crime to The Irish Times and RTE Prime Time and an interview by a cyber security expert was provided to the Sunday Independent.

Digital Media

The Tipperary Division introduced its Facebook page following training and advice from Corporate Communications.

5 Progress update on the status of Civilianisation and Redeployment

The Government decision of July 2016 provided for the overall workforce of An Garda Síochána to be increased incrementally to 21,000 over a five year period. This will be undertaken in the context of the Modernisation and Renewal Programme of An Garda Síochána 2016-2021. The implementation of the Programme will see the Government's objective of an increased cohort of civilian staffing, to reach 4,000 by 2021.

Specifically, for this year, the Government has provided for the recruitment of the first tranche of 500 of these additional civilian posts. The posts are to be filled through a "civilian by default" policy where all new posts other than operational policing posts, and non-operational policing posts that become vacant, are to be filled by suitably skilled and qualified civilian staff. This policy is designed to ensure that members of An Garda Síochána, trained police men and women, are available for and utilised in operational areas.

The capacity of An Garda Síochána to recruit and accommodate the number of additional civilian staff envisaged is the first challenge in meeting this target. The resources in the Human Resources and People Development area need to be supplemented and this was identified as a priority to the Policing Authority. The utilisation of both internal and external promotion panels is being exploited

to ensure that the “engine room” to drive this major recruitment is adequately staffed to undertake this task.

The necessary drafting work is well advanced in relation to the Workforce Plan for the Organisation and weekly meetings are taking place with the relevant stakeholders including the Policing Authority, the Department of Justice and Equality, the Department of Public Expenditure and Reform and the Public Appointments Service to ensure that the significant expenditure on the civilianisation programme will yield the greatest benefits possible. There is particular interest in the freeing up of Garda members from administrative functions to operational policing duties and there will be exacting demands on An Garda Síochána to be accountable for the redeployment of Gardaí to frontline policing.

Work continues on prioritising the business cases submitted for additional resources. The Garda Executive prioritises these needs and they are then transmitted to the Policing Authority for approval. This process is developing and is being streamlined to ensure efficiency.

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

The Code of Ethics for An Garda Síochána is a critical element in how we will maintain and enhance the trust of the community, which is so vital. Since its introduction, a number of initiatives have been taken to embed the Code into our everyday actions and decisions. It is now included in the training programme for all new recruits, promotion training programmes and continuous professional development. It is also included as a central core of the Organisation’s Decision Making Model.

In addition, on 8 June 2017, Assistant Commissioner Pat Leahy assumed responsibility to lead the programme for embedding the Code of Ethics in An Garda Síochána. A project team has been appointed and various tasks have been assigned to ensure the plan for embedding the Code of Ethics is completed and implemented for An Garda Síochána in accordance with the Organisation’s commitments following its launch in January 2017.

The Code of Ethics has been published on the Garda Síochána Portal which is accessed by all members of the Organisation, including civilian staff and the Garda Reserve. Plans are underway to circulate the Code, in printed format, to each member of staff which will require each member to make a formal commitment to its observance. In addition, this week, each member of staff will receive an email and a link to the Code of Ethics with a personal message from the Commissioner.

The Senior Leadership Team has completed a half day seminar with a further half day session, specifically on the Code of Ethics, planned for the near future. Each member of the Organisation’s senior management (Chief Superintendent, Superintendent, Principal Officer and Assistant Principal) will receive training in the Code of Ethics before the end of September 2017, following which training for remaining staff will commence.

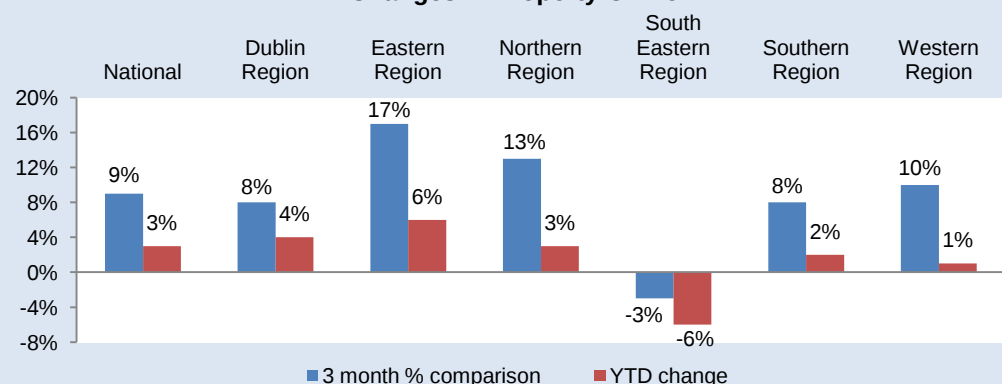
A formalised plan, which will include details of Regional launches, training programmes and full implementation of the Code will be finalised over the coming weeks and these will be provided to the Policing Authority. Progress reports will also be provided periodically thereafter and will be included in the monthly report to the Policing Authority. An Garda Síochána welcomes the Code of Ethics Committee’s commitment to participate in the forthcoming Regional launches and looks forward to the Authority’s involvement in forthcoming initiatives planned to fully embed the Code in An Garda Síochána. A communications plan to raise awareness and promote the principles of the Code will run in parallel to all of the above initiatives.

National Overview

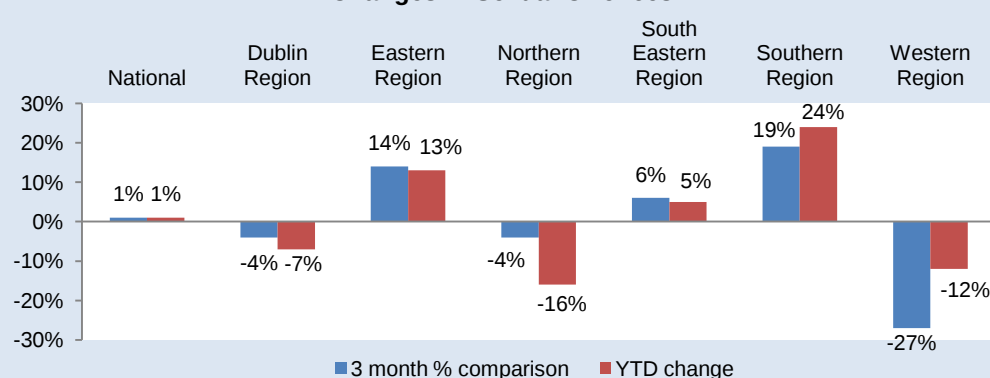
Property crime has increased by 3% in the year to date. In May, there was an increase in incidents of non-violent property crime (burglary, theft) and a slight increase in incidents of violent property crime (robbery). Property crime has increased in the year to date and three month measures in all regions except the South Eastern Region. Crimes against the person are up 8% in the year to date and 14% compared to the same three months last year. When compared with the same period last year, sexual offences are up 1%. Total Criminal damage is running 7% higher and public order offences are running 6% 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 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.

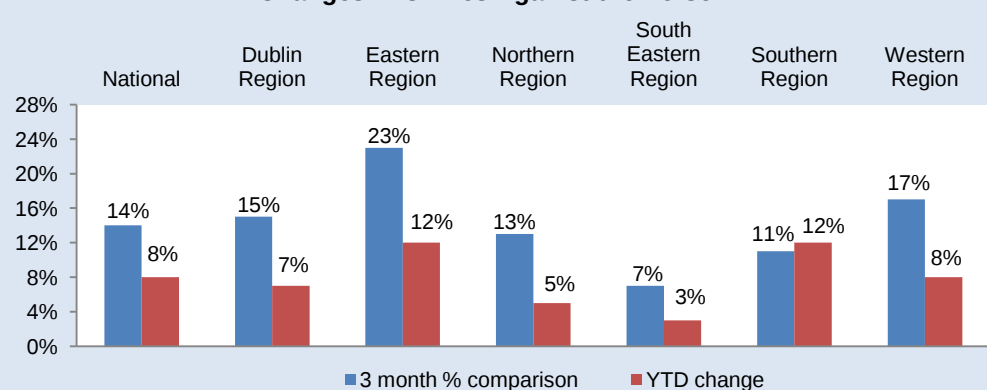
Changes in Property Crime



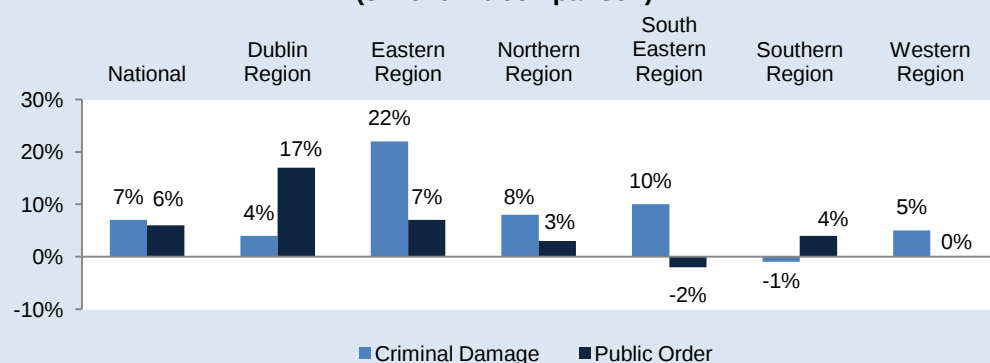
Changes in Sexual Offences



Changes in Crimes Against the Person

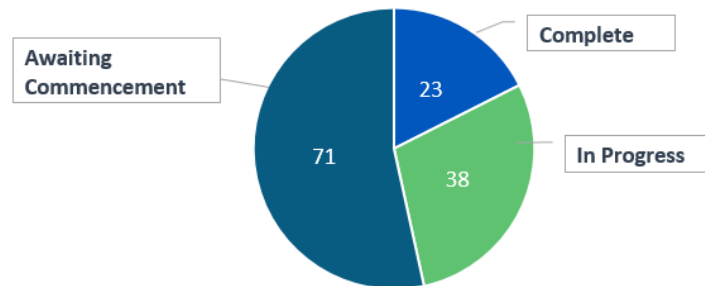


Changes in Criminal Damage and Public Order (3 month % comparison)



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

All Projects are categorised on the Programme Plan. **38** Projects are currently in progress as part of the Modernisation & Renewal Programme.



Changes since April

Awaiting Commencement	In Progress	Complete
0	-1	+1

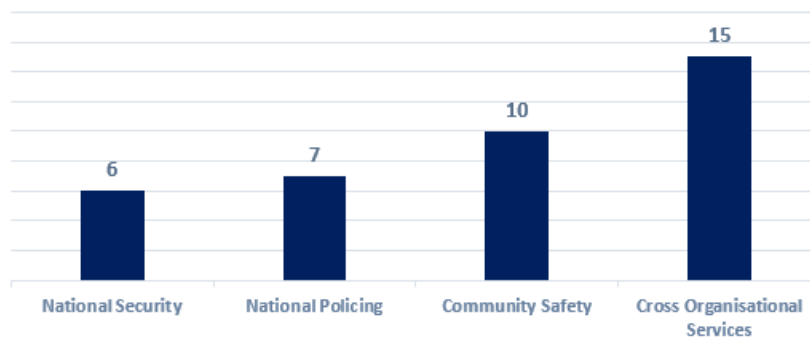
Interpol (FIND) Complete removed

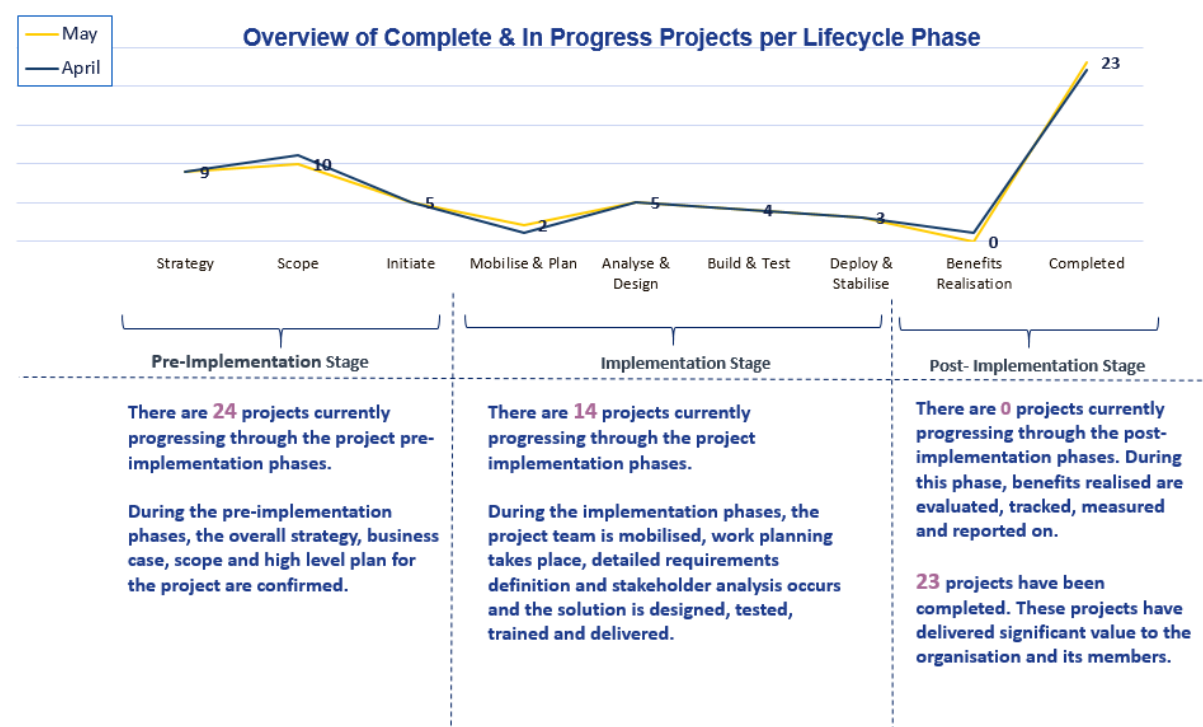
Interpol (FIND) Complete added

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

Critical	Under Control	On Track	Inactive
9	10	19	0

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





9 Risk Management

As outlined in previous reports, a Revised Approach to Risk Management was implemented in An Garda Síochána on 31 March 2017. The benefits of the approach include;

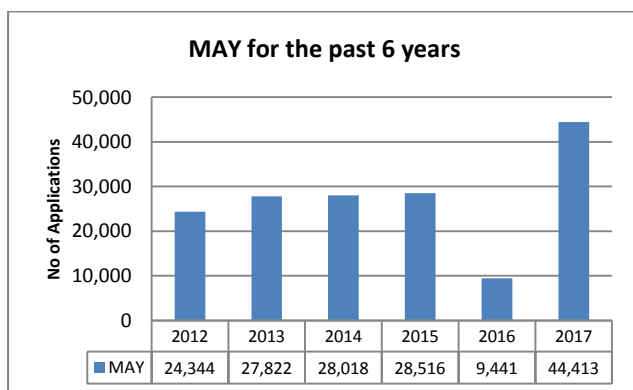
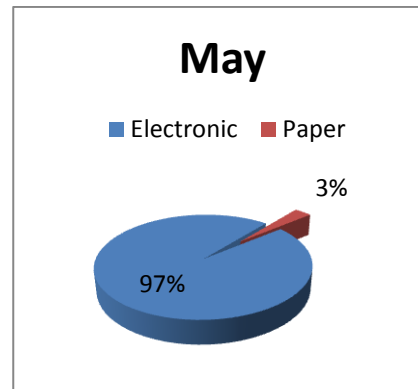
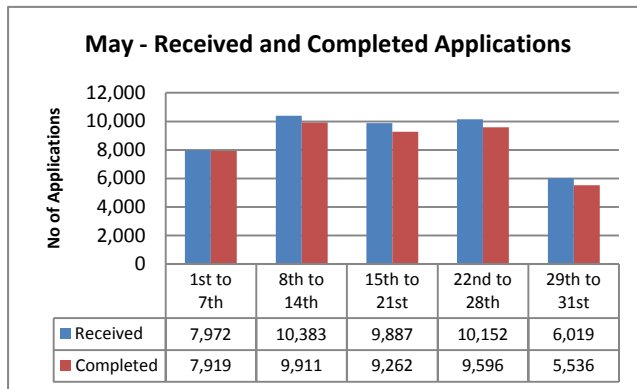
- reduced likelihood of crises developing
- greater accountability and transparency through enhanced governance
- enhanced ability to achieve strategic objectives and goals, and
- better decision making.

The Risk and Policy Governance Board was established to oversee and provide strategic direction with respect to risk management and the management of Organisation's policy. Three meetings of the Board have been held in Quarter 1 2017.

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

A Risk Champion Network has been established to assist with the implementation, coordination, management and support of risk management across all areas of An Garda Síochána. Nine Risk Champions at Chief Superintendent or Civilian equivalent grade have been appointed and will support all stakeholders in conjunction with the Garda Risk Management Unit.

10 Vetting



eVetting Awards

The Ireland eGovernment Awards and Summit recognise the innovators and forward thinkers who are pioneering changes and helping deliver better online services for Irish citizens today.

The Awards are Ireland's most sought-after accolade in Irish eGovernment, honouring the leaders driving digital services, communication and democracy online. An Garda Síochána eVetting was nominated for awards in three different categories: Open Source Award, Mobile Award and the General Award. Following a rigorous adjudication process, winners were announced at the Awards ceremony on 26 May 2017 in Dublin Castle.

The Garda eVetting won the Open Source Award, which lead to the National Vetting Bureau going on to win the Overall Winner Award at the 2017 Ireland eGovernment Awards. This is a huge achievement for the National Vetting Bureau.

Appendix A

Human Resources and People Development (HRPD)

Rank	Strength at 30 April 2017
Commissioner	1
Deputy Commissioner	2
Assistant Commissioner	9
Chief Superintendent	40
Superintendent	164
Inspector	301
Sergeant	1,919
Garda	10,702
Sub - Total	13,138
Career Breaks (incl ICB)	197
Work-sharing*	50
Secondments (Overseas etc)	18
Maternity Leave	114
Unpaid Maternity Leave	42
Total	12,717

Civilian Strength as at 30 April 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	Director	1	Charge hand	1
Professional Accountant Grade III	1	PO*	6	Plumber	1
CMO	0	AP**	29	Traffic Warden	6.5
Assistant CMO	1	HEO***	101	Coffee Shop Attendant	0
Occupational Health Physician	1	EO ****	286.386	Driver	15.8
Nurse	3.8	CO	1306.834	Store man	4
Photographer	3	Supt. of Cleaners	1	Store Officer	1
Cartographer	2	Cleaner	148.95	Groom	1
Telecoms Technician	14.6	Service Attendant	31.47		
Examiner of Maps	1	Seasonal Cleaner /SA	7.91		
Head of Legal Affairs (Director level)	1	Service Officer	7		
Accident Damage Co-ordinator	1				
Technical Supervisor	0				
Workshop Supervisor	1				
Total	58		1930.55		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: 2032.85 (whole-time equivalent)

Appendix B

Schedule of Expected Vacancies													
Rank	Forecast of Total Number of Vacancies based on compulsory retirements and other known leavers including voluntary retirements, resignations, career breaks, consequential vacancies, etc.												
	2017												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2017
Assistant Commissioner		1		1		1							3
Chief Superintendent	1	1			1				1			2	6
Superintendent			1			1		1	2			2	7
Total	1	2	1	1	1	2	0	1	3	0	0	4	16

Appendix C

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks
Data as at the end of May 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
				Commenced	Return		Compulsory	Voluntary					
Assistant Commissioner	8	8	1								1	9	-1
Chief Superintendent	45	41						1		1	-2	39	6
Superintendent	166	164									0	164	2
Total	219	213	1	0	0	0	0	1	0	1	-1	212	7

Policing Plan 2017
April 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.	OFF TARGET
	b) Development of new cyber crime strategy by Q4 2017.	ON TARGET

PRIORITY 2: CONFRONTING CRIME

No.	Strategies / Projects	RAG Rating
8	Publish National Crime Prevention and Reduction Strategy.	ON TARGET
10	Establishment of Protective Services Units in 3 Garda Divisions by Q4.	AT RISK
12	Implementation of COSC strategic actions pertaining to 2017.	ON TARGET
13	Implementing the recommendations of the review of the victims services offices.	ON TARGET
14	Provision of information on the Criminal Justice system, victim support services and advices on personal safety through the new Garda website.	ON TARGET
15	Deployment of CAD nationally by Q4 2017 (<i>Note that this initiative has been split into CAD I and CAD II. Overall, progress is deemed to be On Target</i>).	ON TARGET
16	a) Each non-sexual crime incident has investigating officer and supervisor assigned.	OFF TARGET
	b) Each sexual crime incident has an investigating officer and supervisor assigned to it.	OFF TARGET
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
Metrics		
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.	AT RISK
	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.	AT RISK
	b) Increased number of firearms seized compared to 2016.	AT RISK
Public Attitude Survey (Reported each quarter)		
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.	AT RISK
32	100% completion of planned exercises in each region.	ON TARGET
Metrics		
23	a) Increased road-user compliance, as measured by the Road Safety Authority.	AT RISK
	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.

PRIORITY 4: COMMUNITY ENGAGEMENT & PUBLIC SAFETY

No.	Strategies / Projects	RAG Rating
33	New Community Policing Framework developed and implemented by Q4 of 2017.	ON TARGET
35	Phase 1 of PALF completed by Q4 of 2017.	ON TARGET
38	a) Garda Diversity and Inclusion Strategy implemented by Q3 2017.	AT RISK
	d) Increasing the scope of the Public Attitude Survey to include 16-18 year olds.	ON TARGET
39	PACE Pilot completed in 6 Divisions.	ON TARGET
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.	ON TARGET
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
Metrics		
36	Level of online engagement ahead of industry standards (figures reported quarterly).	AT RISK
37	Level of online engagement ahead of industry standards (figures reported quarterly).	ON TARGET
Public Attitude Survey (Reported each quarter)		
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.	ON 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 GISC.	ON TARGET
Metrics		
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.	ON TARGET
57	300 Garda Reservists recruited and in training by end of Q4 2017.	ON TARGET
61	a) Increased proportion of incidents correctly classified on PULSE.	ON TARGET
	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.