

**2017**

# An Garda Síochána Annual Policing Plan







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## Foreword



I am pleased to announce An Garda Síochána's Policing Plan 2017 which sets out the policing priorities for the coming year. It demonstrates how we are changing for the better through collaboration, innovation and renewal. As in previous years, the Policing Plan is based on feedback from the community, our own people and external stakeholders including the Minister for Justice & Equality. It is also informed by the Garda Síochána Strategy Statement July 2016-2018; ministerial directives; resource capacity; the work of Joint Policing Committees; crime data analysis and research into best practice in strategic planning internationally. However, this year it also embraces the many developments and initiatives taking place under our extensive five-year Modernisation and Renewal Programme which has taken on board the findings of numerous internal and external reports.

The 2017 Policing Plan is distinctive from previous Policing Plans as, for the first time, the priorities and performance targets have been determined in consultation with the Policing Authority. The Policing Authority will, throughout 2017, regularly monitor how we deliver against those targets. This will include regular reporting on the progress of the Modernisation and Renewal Programme. The result of this collaboration is a Policing Plan that clearly shows our key priorities for the year, how we will deliver them, and how we will measure their success.

For 2017 our focus will be on five key areas: National and International Security, Confronting Crime, Roads Policing, Community Engagement & Public Safety, and Organisational Development and Capacity Improvement.

**National and International Security:** An Garda Síochána will continue to innovate to protect the State from current and emerging security related challenges. This will include tackling terrorist groups and their finances through targeted operations; enhancing our intelligence systems to better inform decision making; strengthening our relationships with national and international security and law enforcement partners; and engaging with external agencies and groups to enhance our understanding of threats to national and international security. We will also augment our ability to prevent and respond to cyber security threats.

**Confronting Crime:** Preventing crime is, and continues to be, the number one policing priority of An Garda Síochána. The focus of our operations will be on high visibility patrolling, targeting criminals and preventing crime from happening. We are committed to addressing criminal activity at all levels of society together with increasing victim satisfaction and the reporting of sexual crimes (an area of known concern). We will proactively pursue those involved in organised crime groups and continue our successful record of co-operation to combat international crime.

**Roads Policing:** Working in partnership with other agencies and with the public, road deaths and serious collisions will be a policing priority. Our work will continue to ensure that Ireland has the safest roads possible. These objectives will be achieved through high visibility enforcement, conducting collision analysis and implementing roads policing operations. New measures will be explored with partner agencies in relation to driver compliance and the promotion of a safe and crime-free road network. The use of technology will be enhanced to continue to deprive criminals of the use of the road network, and develop our policing capabilities.



**Community Engagement & Public Safety:** Working with and being a part of the community is one of our major strengths. Committed and active collaboration will build on that strength to continue to protect and support communities. Fear of crime will be addressed through prevention, high visibility policing, victim support, and providing professional, technology enabled investigations. Online engagement with communities through a variety of different media channels will be improved. Our model of community policing will be enhanced to deliver the style and type of policing that shows our commitment to prevent crime, making communities safer, and addressing the policing challenges of each community.

**Organisational Development and Capacity Improvement:** The launch of the Modernisation and Renewal Programme in 2016 saw An Garda Síochána embark on a major change journey. In 2017 we will build on our successes, and continue to improve the organisations capacity and performance.

An Garda Síochána is currently investing in a number of key areas of technology. For example, investigation management to standardise and digitise the management of all investigations; property management to manage all property and exhibits through the full chain of custody; rosters management to improve scheduling and deployment of our members, and command and control to improve the tracking and management of all calls for service.

A renewed Garda culture will result in a policing and security service that is accountable to, and representative of the people it serves. An Garda Síochána will be performance driven with strong governance and oversight structures. This will lead to an improved service to the public resulting in enhanced community safety and increased trust and confidence in An Garda Síochána.

The dedication and commitment of Garda Síochána personnel is key to modernising, renewing and professionalising An Garda Síochána to become a world class policing and security service. Our people will be provided with the right tools, guidance and support, appropriate training and development, and the leadership to do their jobs effectively.

The initiatives outlined in our 2017 Policing Plan will also make a real difference to the communities we serve.

I would like to express my appreciation to those who contributed to the development of this Policing Plan, in particular the Chair, board members and the executive of the Policing Authority for their assistance. An Garda Síochána's 2017 Policing Plan exemplifies our commitment to listening and learning, to achieve our aim of providing a policing and security service fit for the 21st Century.

**Noírin O'Sullivan**

**Commissioner**



### Vision, Mission and Values

**Our Vision** To be a beacon of 21<sup>st</sup> century policing and security

**Our Mission** To deliver professional policing and security services with the trust, confidence and support of the people we serve

<b>Our Values</b>	<b>Service</b>	Delivering pro-active, responsive and impartial policing and security services
	<b>Honesty</b>	Being honest, ethical and adhering to the principles of fairness and justice
	<b>Accountability</b>	Accepting individual responsibility and ensuring public accountability
	<b>Respect</b>	Having respect for all people, their human rights and their needs
	<b>Professionalism</b>	Providing a professional policing service and security to all communities
	<b>Empathy</b>	Demonstrating empathy through the human qualities of compassion, understanding and tolerance



## National and International Security

In the face of evolving and dynamic security-related challenges, especially relating to terrorism and terrorist financing, An Garda Síochána must continually innovate to protect our country and its people. We recognise and will continue to address the threats posed by domestic terrorism and by the globalisation of terrorist activity. We are acutely aware of the phenomenon of European citizens travelling to conflict zones to participate in terrorist acts and of the potential threat posed on their return home. We are also aware of developments in cyber security and the potential threat posed by self-radicalised individuals or ‘lone-wolves’, whatever their motivation.

Our counter-terrorism strategies will be enhanced to address the new challenges. This will include outreach and awareness at all levels of policing with community and partner groups, with a focus on prevention, meeting strategic challenges, information and intelligence sharing and enforcement. A key pillar of all strategies aimed at protecting our national security is the strengthening of relationships with national and international security and law enforcement partners. We will continue to plan for major emergencies with our partners and ensure, through training and risk assessment, that we are prepared to respond in a timely and effective manner should a major emergency arise.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Protect the State and its people against terrorism by conducting intelligence led operations against all facets of terrorism including the financing of terrorist activities</b>	Asst. Commissioner Security & Intelligence	Targeting terrorist groups, their financing and support activities, through intelligence-led operations and translating, to the greatest extent possible, intelligence into evidence to facilitate prosecutions.	The prevention of terrorist acts by disrupting and dismantling terrorist groups, financing and support networks and prosecuting those responsible.
<b>Develop and implement new intelligence based analytical systems, to proactively measure the threat posed by terrorist groups and enhance pre-emptive security operations</b>	Asst. Commissioner Security & Intelligence	Enhancing our intelligence systems to better inform decision making and assessment of the threat posed to national security by terrorists and other entities.	The implementation of an enhanced approach, by Q4 2017, and by delivering quarterly threat assessments to the Minister for Justice and Equality and updates to the National Security Committee as appropriate.
<b>Work collaboratively with our security partners and build on a successful record of co-operation with the Police Service of Northern Ireland and international security services</b>	Asst. Commissioner Security & Intelligence	Continuing international partnerships and interactions with our security partners.	Full participation in bi-lateral, European and international security fora and participation and support of European security initiatives.



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Work collaboratively with minority groups to enhance already strong relationships and to mitigate threats posed by extremism</b>	Asst. Commissioner Security & Intelligence	Engaging with external agencies and minority groups to enhance our understanding of threats to national and international security.	An enhanced ability to identify and understand issues underpinning threats to the State.
	Each Regional Asst. Commissioner		Collaborative engagement with key minority groups.
<b>Deter potential terrorist attacks from occurring, through a range of policing and security measures including the use of advanced policing and intelligence analytics</b>	Asst. Commissioner Security & Intelligence	Proactive intelligence-led operations against defined targets.	Prevention of terrorist attacks.
	Each Regional Asst. Commissioner		
<b>Develop our cyber crime and security strategy to enhance our ability to prevent and respond to cyber crime and security incidents</b>	Asst. Commissioner Security & Intelligence	Developing an implementation plan for the 'High Level Cyber Strategy for An Garda Síochána' in consultation with the Garda Cyber Security Working Group and other internal stakeholders.*	The establishment and operation of a Cyber Crime Investigation Unit at the Garda Cyber Crime Bureau.
	Asst. Commissioner Special Crime Operations		The development of a new cyber crime strategy by Q4, 2017.
<b>Expected Outcome:</b> A safe and secure state in which to live, work, visit and invest			

\* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of the High Level Cyber Strategy for An Garda Síochána





## Confronting Crime

Preventing crime will be at the forefront of every aspect of our work and a key strand of our crime strategies. The focus of our operations will be on high visibility patrolling, targeting criminals and preventing crime from happening. We will work closely with our partners to reduce opportunities for crime and re-offending. We will provide impactful and engaging crime prevention advice to communities. From the moment a crime is reported to when it is before the court, we will have highly trained investigators using advanced technologies to ensure the professional investigation of every crime.

For many years, An Garda Síochána has successfully utilised a multi-agency approach, partnering with organisations on both sides of the border, to combat cross-border crime. This co-operation will continue to be pivotal in tackling criminal activity with a cross-border dimension, whatever its source or motivation. Serious and organised crime poses a substantial challenge to the public good and the peace on which civilised society depends. We have recently strengthened our ability to combat the threat of organised crime through the establishment of a consolidated Drugs and Organised Crime Bureau (DOCB) which will proactively target those involved in organised crime groups. We are committed to addressing criminal activity at all levels of society; increasing victim satisfaction and the reporting of sexual crimes; reducing crime rates and increasing detections.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Implement a comprehensive crime prevention strategy nationally</b>	Asst. Commissioner Community Engagement and Public Safety	Implementing the National Crime Prevention and Reduction Strategy.*	Publishing the National Crime Prevention and Reduction Strategy by Q1 2017.
	Asst. Commissioner Special Crime Operations	Continuing to encourage all victims of crime and in particular, victims of Hate Crime** to come forward and report such incidents.	Improving public opinion regarding the ability of An Garda Síochána to tackle crime from 57% in 2015 to 60% in 2017.***
	Each Regional Asst. Commissioner		Decreased incidents of burglary by 5% in 2017.*** Decreased incidents of robbery by 10% in 2017.*** Decreased incidents of assault by 6% in 2017.*** Enhanced feelings of public safety as measured by the Public Attitudes Survey. Increased recording of incidents with a hate motive against 2016 baseline.

\* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of the National Crime Prevention and Reduction Strategy

\*\* A 'Hate Crime' can be measured in accordance with discriminatory motives listed on PULSE, the Garda computer system

\*\*\* 2017 target figures are dependent upon full year 2016 crime data



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Support victims of sexual crime and domestic violence and implement national action plans in collaboration with partner agencies</b>	Asst. Commissioner Special Crime Operations	Rolling out the Garda Protective Services Initiative	The establishment of Protective Services Units in 3 Garda Divisions by Q4 of 2017.
	Each Regional Asst. Commissioner	<p>Implementing the provisions of the National Action Plan to Prevent and Combat Trafficking in Human Beings in Ireland</p> <p>Implementing the actions pertinent to 2017 in the COSC Second National Strategy on Domestic, Sexual and Gender-based Violence 2016-2021 in collaboration with the government departments; Court Services; The Probation Service; TUSLA; the Health Service Executive and other relevant agencies.</p>	<p>Increased reporting of sexual offences.</p> <p>Increased detection of sexual offences.</p> <p>Increased number of victims of Human Trafficking identified.</p> <p>Implementation of COSC strategic actions pertaining to 2017.</p>
<b>Implement the EU victims directive</b>	Asst. Commissioner Special Crime Operations	Continuing to develop services to victims of crime.	Increased victim satisfaction from 57% in 2015 to 65% in 2017.
	Each Regional Asst. Commissioner	Meeting all the obligations to victims enshrined in the Directive.	<p>Implementing the recommendations of the review of the victims services offices.</p> <p>Provision of information on the criminal justice system, victim support services and advices on personal safety through the new Garda website.</p>



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Improve our initial response to reported crime and our management of investigations from the moment a crime is reported to the time it is brought before the courts</b>	Asst. Commissioner Special Crime Operations	Improving our response to calls for service by deploying the Computer Aided Dispatch (CAD) system throughout the organisation.	The deployment of CAD nationally by Q4.
	Each Regional Asst. Commissioner	Assigning an investigating officer and supervisor to every incident requiring investigation.	Each incident requiring investigation having an investigating officer and supervisor assigned to it.  Improving detections of burglaries, robberies and assaults from 2016.
<b>Target Organised Criminal Groups (OCGs) and individuals involved in criminality through intelligence-led operations</b>	Asst. Commissioner Special Crime Operations	Carrying out increased numbers of targeted operations against OCGs and individuals involved in criminality.	Increasing detections for sale and supply of drugs compared to detections in 2016.
	Each Regional Asst. Commissioner	Maintaining co-operation with international police forces.	Increasing the number of firearms seized compared to seizures 2016.
<b>Develop and implement new systems to proactively measure the threat posed by OCGs</b>	Asst. Commissioner Security and Intelligence	Enhancing the evidence based framework to enable proactive measurement of threat levels relating to OCGs and set baseline figures for the years ahead.	Deployment of a new evidence based framework by Q4 2017.
<b>Design and implement a revised approach to offender management, including youth and recidivist offenders through inter-agency partnerships</b>	Asst. Commissioner Dublin Metropolitan Region	Further developing the Joint Agency Approach to Crime Initiative (J-ARC).	The roll-out of J-ARC to 12 Garda Divisions by Q4 2017.
	Each Regional Asst. Commissioner	Improving our Strategic Approach to Offender Recidivism (SAOR) within An Garda Síochána.  Implementing the Youth Justice Action Plan 2014-2018: Tackling Youth Crime, in conjunction with our criminal justice partner agencies.	The roll-out of SAOR to all Garda Divisions by Q4 2017.

**Expected Outcome:** Enhanced feelings of safety in our communities; increased victim satisfaction; and reductions in crime



## Roads Policing

The preservation of life is a key priority for An Garda Síochána. Keeping our roads safe helps protect lives and reduce serious injuries. Working in partnership with other agencies and with the public, road deaths have been reduced and many lives saved. However, we all need to do more to ensure that Ireland has the safest roads in Europe. An Garda Síochána will continue to work to reduce the number of fatalities and serious injuries on Irish roads in line with the Government’s Road Safety Strategy 2013-2020 of matching the best performing road safety countries in Europe.

We will achieve these objectives through high-visibility enforcement of road traffic and road transport legislation, conducting collision analysis and implementing targeted intelligence-led operations. We will also explore new measures with partner agencies in relation to driver compliance and work with them in the promotion of a safe and crime-free road network. We will enhance our use of Automatic Number Plate Recognition (ANPR) technology, comparing vehicle details against database records to effectively reduce road casualties, prevent and reduce crime, increase detection rates and develop our intelligence led policing capabilities.

The function of the Garda Traffic Corps will be redeveloped to encompass more roads policing functions. It will become the Garda Roads Policing Unit. Working with non-traffic personnel, it will deprive criminals the use of the road network and implement an enhanced safety programme in association with the Road Safety Authority and other external stakeholders.

We will continue to plan for major emergencies with our partners and ensure, through training and risk assessment, that we are prepared to respond in a timely and effective manner should a major emergency arise.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Work in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland, and Road Safety Officers in local authorities to reduce road deaths and serious injuries</b>	Asst. Commissioner, Roads Policing & Major Event Management	Implementing a Roads Policing Operations Plan for 2017 in line with the Government Road Safety Strategy 2013-2020.	Increasing road-user compliance and Garda visibility, as measured by the Road Safety Authority.
	Each Regional Asst. Commissioner	Collaborating with the Road Safety Authority in data collection and research.	Decreasing fatalities to less than 136 in line with the Government's Road Safety Strategy.
		Participating in multi-agency checkpoints.	Decreasing serious injuries to less than 380 in line with the Government's Road Safety Strategy.
<b>Increase our use of technologies and analytical tools to develop and implement plans to reduce the occurrence of road collisions; and the use of our roads for criminal activity</b>	Asst. Commissioner, Roads Policing & Major Event Management	Implementing the Automatic Number Plate Recognition (ANPR) strategy.	Completing Phase 1 of the ANPR Strategy by Q3 2017.*
	Each Regional Asst. Commissioner	Continuing to review collision prone zones in order to inform the effective deployment of Roads Policing resources.	Reviewing all collision prone zones by Q4 of 2017.

\* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of the Automatic Number Plate Recognition (ANPR) strategy.



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Expand the Fixed Charge Processing System including penalty points</b>	Asst. Commissioner, Roads Policing & Major Event Management	Completing the implementation of the recommendations of the Garda Inspectorate Report on the Fixed Charge Processing System within the remit of An Garda Síochána.	Ensuring that improvements are implemented.
	Head of Garda Internal Audit Section	Continuing to review the Fixed Charge Processing System to ensure compliance with organisational policy.	Completing an audit of the Garda Fixed Charge Processing system by Q4 of 2017.
<b>Strengthen and re-develop the Traffic Corps to tackle all forms of criminality on our road network</b>	Asst. Commissioner, Roads Policing & Major Event Management	Re-focusing the Traffic Corps towards Roads Policing duties.	Incrementally increasing resources allocated to Roads Policing Units by 10% across all regions by end Q4 2017. Baseline resource numbers as of 31st December 2016.
	Each Regional Asst. Commissioner	Increasing the capacity of Roads Policing Units.	
<b>Ongoing planning, risk assessment and operational preparation for major emergencies in conjunction with major emergency management partners</b>	Asst. Commissioner Roads Policing and Major Event/Emergency Management	Conducting regular training exercises in each region in preparedness for major emergencies.	100% completion of planned exercises in each region.
<b>Expected Outcome:</b> Enhanced road safety and reduced opportunities for criminal use of our road network			



## Community Engagement and Public Safety

Working with and being a part of the community is one of our major strengths as a police service. We want to build on that to continue to protect and support communities through committed and active collaboration. We will place strong emphasis on crime prevention initiatives we operate with community groups. We want every Garda, civilian and reserve member to make a connection with their local community, to develop an understanding of its needs and how we, with our strategic partners, can make it better.

Fear of crime can significantly impact on quality of life and for some people that fear can be greater than for others. It is our aim to reduce the fear of crime through prevention, targeted victim support, and providing professional intelligence-led, technology enabled investigations. We will seek to provide greater assurance to communities through high visibility policing, developing and maintaining strong links with communities and using proven evidence-based interventions, including hot-spot patrolling and targeted local and national operations.

We will ensure that every Garda, civilian and reserve member treats all members of society with respect and that the engagement is helpful and meaningful. We will win the trust and confidence of all communities and enhance the level of service they receive from An Garda Síochána. A new model of policing will bring us even closer to the people we serve, reduce crime rates and associated costs; and enhance Ireland's reputation as a place in which to do business and visit.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Build a new community policing ethos where every Garda, civilian and reserve member regardless of their rank or grade, considers service to the community a core function</b>	Asst. Commissioner, Community Engagement and Public Safety	Developing a new Community Policing Framework.	Implementing a new Community Policing Framework by Q4, 2017.
	Each Regional Asst. Commissioner	Increasing Garda visibility in our local communities.	Increasing public perception that An Garda Síochána is community focused to a level of 64% and maintaining that level throughout 2017.  Reducing the fear of crime. Baseline to be established in 2016.  Increasing Garda visibility. Baseline to be established in 2016.
<b>Fully implementing a performance appraisal process to include an assessment of the contribution of each Garda member to community engagement and public safety</b>	Exec. Director Human Resources & People Development	Utilising the Performance, Accountability and Learning Framework (PALF)* to enhance the contribution of each Garda member to community engagement.	Completing of the first phase of PALF under the Modernisation and Renewal Programme by Q4 2017.
	Each Regional Asst. Commissioner		

\* An individual and team based performance management framework to provide direction, feedback and developmental support for members



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Provide accurate, timely and engaging information to the public through a variety of media channels</b>	Asst. Commissioner Executive Support & Support Services (Office of Corporate Communications)	Enhancing the Garda website to provide an improved user experience and integration with existing social media channels.  Providing ease of navigation to online Garda services.	Maintaining online engagement ahead of industry standards. Baseline to be established in 2016.
<b>Build trusting relationships with local communities, in particular minority and diverse groups and increase opportunities for positive engagement with younger people</b>	Asst. Commissioner, Community Engagement and Public Safety  Each Regional Asst. Commissioner	Implementing a new Garda Diversity & Inclusion Strategy.*  Piloting of the Police And Community Engagement (PACE) project in 6 Garda Divisions.  Reviewing the content and delivery of the Garda Schools Programme.	Garda Diversity & Inclusion Strategy implemented by Quarter 3 2017.  Increasing levels of satisfaction with the service provided to local communities to 72% and maintaining that level over the remainder of 2017.  Increased proportion of people who feel that AGS treats all people equally, irrespective of background. Baseline established in 2017.  Completion of Schools Programme review by Q3 of 2017.  Increasing scope of the Public Attitude Survey to include 16-18 year olds.
<b>Find new ways of engaging with communities to provide tailored crime prevention advice and guidance</b>	Asst. Commissioner, Community Engagement and Public Safety  Each Regional Asst. Commissioner	Updating Crime Prevention advice in line with emerging crime types.  Conducting quarterly Crime Prevention Days at national and divisional levels and continuing to build on the existing Supporting Safer Communities Campaigns.	Increasing the proportion of Public Attitude Survey respondents who are aware of crime prevention campaigns run by An Garda Síochána to 80%. Maintained at that level throughout 2017.

\* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the implementation of a new Garda Diversity & Inclusion Strategy.



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Use pre-emptive, intelligence-led operations, including hot spot and high visibility patrolling</b>	Garda Síochána Analysis Service Each Regional Asst. Commissioner	Analysts will contribute to operational activity undertaken by all units tackling both volume crime and serious crime.	This will contribute to targets in reducing crime and increasing detections of burglaries, robberies and assaults.
<b>Strengthen the working relationship between the Policing Authority, Joint Policing Committees and local Garda management to improve responsiveness to community concerns</b>	Asst. Commissioner, Community Engagement and Public Safety	Engaging with Joint Policing Committees (JPCs) on matters of local and national concern relating to crime and public order.	All JPC meetings attended by nominated Chief Superintendents.
<b>Re-open Garda stations</b>	Asst. Commissioner, Community Engagement and Public Safety	Identifying closed Garda stations suitable for re-opening.	6 Garda stations re-opened by end of Q4 2017.
<b>Expected Outcome:</b> A reduction in the proportion of people who have a fear of crime and an increase in the proportion of people (and in particular victims) satisfied with the service provided to them			





## Organisational Development and Capacity Improvement

A renewed Garda culture will result in a policing and security service that is accountable to and representative of the people it serves, performance-driven with clear governance and oversight structures internally and externally. Central to maintaining an effective democracy is a professional policing and security service with robust governance practices and structures. This will lead to an improved service to the public and result in enhanced community safety and increased trust and confidence in An Garda Síochána.

The continued dedication and commitment of Garda, civilian and reserve members will be key to transforming and professionalising An Garda Síochána into a world class policing and security service. We will provide our people with the right tools, guidance and support, appropriate training and development, and the leadership to do their jobs effectively. We will uphold and protect human rights for all. A professional human rights based policing service will be of immense benefit to society and help grow the country's reputation as a safe and welcoming place for people to live, work, visit and invest in.

The Modernisation and Renewal Programme will be delivered over the next five years. Some initiatives will be implemented in the short to medium term while others will require a number of years to implement. The programme is designed to be agile and plans will be adjusted based on consultation with our partners or the emergence of new challenges. The key themes of the programme encompass the totality of the recommendations of the various inspections, audits and Commissions of Investigation into An Garda Síochána and progress in relation to these themes will be reported on a regular basis. The mechanisms for change are in motion and we are committed to ongoing measurement to establish that we are professionalising our service, improving performance, reducing bureaucracy, empowering our workforce and demonstrating empathy, honesty, accountability, and respect at every interface, internally and externally.

We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Encourage employees to bring forward any ideas or concerns they may have to ensure that they are listened to and supported</b>	Exec. Director Human Resources & People Development  Each Regional Asst. Commissioner	Creating a culture where anyone who brings forward issues or concerns will be listened to and supported.  Conducting and publishing a cultural audit of An Garda Síochána.	Establishing baseline data and publishing the Cultural Audit by the end of Q3 to measure staff willingness to bring forward issues or concerns, including Protected Disclosures.
<b>Support the Policing Authority in developing a Code of Ethics and, together with our core values, embed it comprehensively throughout the organisation</b>	Ex. Director Human Resources & People Development  Each Regional Asst. Commissioner	Actively promoting the new Code of Ethics through training and communications.	Developing and implementing an ongoing internal communications plan to inform and educate Gardaí, Garda Reserve and civilian members in relation to ethical matters by the end of Q1 2017.  Including the Code of Ethics in training programmes, from student training onwards, in the Garda College by the end of Q2 2017.



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Introduce an effective governance structure and inculcate risk management into our organisation's culture, developing the maturity of our management approach to governance and risk management</b>	Each Regional Asst. Commissioner Asst. Commissioner Governance and Accountability	Implementing a new governance structure in An Garda Síochána.  Fully implementing 'The Revised Approach to Risk Management in An Garda Síochána'.  Implementing the recommendations of published 3rd party reports relevant to An Garda Síochána.	Deploying a new governance structure organisation-wide by end of Q1 2017.  Fully implementing a new approach to Risk Management by end of Q1 2017.  Providing quarterly reports outlining implementation progress to relevant oversight agencies, including the Policing Authority.
<b>Address training and development needs of our employees to ensure that we have the right skills, equipment and infrastructure to effectively deliver the wide range of services expected of us</b>	Exec. Director Human Resources & People Development	Developing a HR Strategy and Operating Model.*	An assessment of attitudes through the Culture Audit. Baseline to be established in 2017.
<b>Transform our approach to calls for service, investigating and managing crime professionally, using well trained people and up to date intelligence and technology</b>	Asst. Commissioner Executive Support and Corporate Services	Providing a fast, accurate vetting service in partnership with community organisations to protect the young and vulnerable.  Using technology to protect the most vulnerable members of society.	95% of all vetting applications to be processed on eVetting by Q4 of 2017  80% of all eVetting applications will be completed within 5 working days  Obstructing online child exploitation
<b>We will continue to advance An Garda Síochána's Modernisation and Renewal Programme.</b>	Ex. Director Strategy and Change Management	Implement the scheduled projects of the Modernisation and Renewal Programme for 2017.	Scheduled reporting to relevant oversight agencies.

\* An Garda Síochána will provide the Policing Authority with quarterly reports in relation to the development of the HR Strategy and Operating Model



We Will	Responsibility	We Will Do This By	Success Will Be Measured By
<b>Commence the implementation of the Government's five year workforce reform plan for An Garda Síochána</b>	Ex. Director Human Resources & People Development	Phased recruitment and training of 800 Gardaí and 500 civilian support staff.	The selection and recruitment of 200 Gardaí per quarter in 2017 and the commencement of their training.
		Increasing the Garda Reserve.	The selection and recruitment of 500 civilian support staff by the end of Q4 2017.
		Working in conjunction with the Policing Authority in the completion of a five-year redeployment plan for Gardaí in non-operational posts.	The recruitment of 300 Garda Reservists by the end of Q4 2017 and commencement of their training.
		Piloting a hybrid functional policing model in four Garda divisions.	Pilot projects completed and evaluated
<b>Improve data quality within An Garda Síochána</b>	Asst. Commissioner Executive Support and Corporate Services  Each Regional Asst. Commissioner	Establishing a Data Quality Unit within the Garda Information Services Centre.	The establishment of a Data Quality Unit by end of Q4 2017.
		Ensuring that all incidents are correctly classified, including detection status.	Increased proportion of incidents correctly classified.  Increased proportion of detections correctly classified.
		Implementing Computed Aided Dispatch (CAD) to support the accurate recording of calls on the PULSE system.	Deployment of CAD nationally by Q4 of 2017

**Expected Outcome:** A modern and renewed organisation delivering professional and accountable services, as a beacon of 21st century policing and security

