An Garda Síochána

Monthly Report to the Policing Authority

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

July 2017

An Garda Síochána

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Gnóthaí Corparáideacha
An Garda Síochána
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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. 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*.

The Garda Professional Standards Unit (GPSU) has been awarded a Q Mark for Quality Management Systems by Excellence Ireland Quality Association (EIQA). Based on the high score achieved during the external assessment, the GPSU has been short-listed for consideration for a National Q Mark Award.

The Q Mark evaluation process provided a valuable opportunity for the GPSU to assess and externally validate its capacity to undertake the statutory functions assigned to it. The outcome of this assessment process also validates the competence of the GPSU in its governance role and particularly the role envisaged for the Unit under the Organisation's Modernisation and Renewal Programme.

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

CHIEF SUPERINTENDENT
OFFICE OF THE COMMISSIONER

July 2017

1 Finance

### Fleet Management

Strength of Garda Fleet, broken down by Type as at 06/07/2017

Cars			Vans	Motorcycles	4 x 4	Others	Total
Marked	Unmarked	Total	Total	Total	Total	Total	
810	1,213	2,023	460	137	106	110	**2,836**

Strength of Garda Fleet, broken down by Age as at 06/07/2017

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
Total	**2,023**	**460**	**137**	**106**	**110**	**2,836**	**100%**
< 1 year	298	91	35	14	30	468	17%
1 – 2 years	241	90	28	32	23	414	15%
2 – 4 years	811	56	20	0	19	906	32%
4 – 6 years	131	104	10	6	2	253	9%
> 6 years	542	119	44	54	36	795	28%

Strength of Garda Fleet, broken down by Type as at 06/07/2017
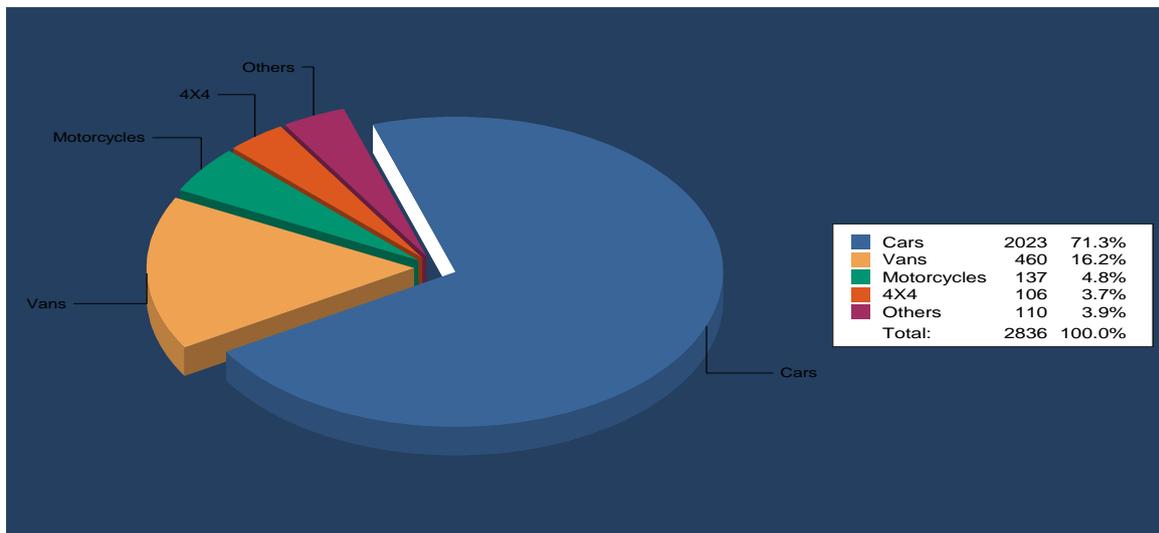
Procurement

Cultural Audit

Sanction was received from the Department of Public Expenditure and Reform (DPER) to go to contract and the contract was signed on 7 July 2017 with the Preferred Bidder, PricewaterhouseCoopers.

Public Attitudes Survey

The existing contract with Amárach Research expires at the end of 2017 and a new tender process is underway. Following the receipt of sanction from DPER, An Garda Síochána forwarded the Request for Tender to the Official Journal of the European Union via e-Tenders on 4 July 2017. The closing date for the receipt of bids is 15 August 2017.

Medical Services for Detainees and Occupational Health (Public Bodies including An Garda Síochána)

- The Tender was advertised on 17 May 2017 and closed on 15 June 2017 for receipt of bids.
- Divisional panels of at least 8 Doctors included in Request for Tender specification.
- The HSE completed the evaluation process before the end of June 2017 and the process is now in the 14 days statutory standstill period to allow for any possible objections from under bidders.

Estate Management

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 St., Wexford and Galway. Wexford is expected to be completed in Q3, 2017 with Kevin Street in Q4 and Galway re scheduled for completion in Q1 2018.

Garda Capital Investment Programme 2016-2021
- A contract has been awarded for the provision of a Specialist Victim Interview Suite at Stradone, Co Cavan.
- The Planning process for works at the Bridewell, Dublin was completed on 6 June 2017.
- The Planning application for works at Longford Garda Station has been lodged and a tender is to issue shortly.
- Enabling works have been completed at Athlone Garda Station and the procedure to pre-qualify contractors for the major redevelopment of the Station is nearing completion.
- Part 9 Planning was approved on 19 June 2017 for a replacement Garda Station and a facility for the Garda National Immigration Bureau at Dublin Airport. Tender documents are being prepared with a view to going to tender in July and award of contract in September.

2	Human Resources and People Development (HRPD)

- The current Garda strength is 13,124 and civilian strength is 2032.54 (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 in April 2017 where 142 recruits were attested. A further attestation took place in July when 198 students were attested. The most recent intake (of 206 student Gardaí) commenced training on 2 May 2017. Forthcoming intakes are scheduled for 8 August 2017 and 6 November 2017, with a total of 200 due to commence training in each class.
- 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 at an advanced stage to fill these posts.
- The open recruitment process, conducted by the Public Appointments Service (PAS), for Executive Director Strategy and Transformation and the Chief Medical Officer has concluded. The CMO post was filled by an internal candidate and he commenced on 3 July 2017. Executive Director Strategy and Transformation commenced on 17 July 2017. The recruitment process for Executive Director Legal and Compliance is progressing through PAS.
- An Garda Síochána is meeting weekly with the Policing Authority, the Department of Justice & Equality, the Department of Public Expenditure and Reform and the PAS in relation to a draft Workforce Plan for An Garda Síochána. The first iteration of the plan will be formally submitted by An Garda Síochána to the Policing Authority shortly. An Organisation Deployment Survey (Census) has recently been completed and this will assist in identifying posts suitable for the redeployment of Garda members to operational police duties.
- Details of numbers and vacancies in specified ranks are attached at Appendices C and D.

3   Information and Communications Technology (ICT)

The following projects have been deployed to the Live Environment;

•   **Portal Release 5:** An update to the Garda Portal was deployed on 6 July 2017 which provided an update to the navigation links as part of ongoing business requirements.
•   **AFIS Q3 Release:** The Automated Finger Print Identification System maintenance release was deployed on 10 July 2017 which included an update to the code tables and deployment of AFIS security certificates.
•   **Technology Portfolio Website:** This was deployed live on Wednesday 19 July 2017. The new website will provide Garda ICT with a centralised location for the management of the ICT software and hardware lifecycle.

The following releases are planned to be deployed from 20 to 31st July 2017

•   **eVetting 1.5:** This release will update the application to provide functionality for registered organisations and GCVU users.

Modernisation and Renewal Projects

Front Line Mobility: As advised in last month's report, the Airwatch Enterprise Mobility Management solution was setup on the Garda Pre-Live Environment. Connectivity testing on a range of mobile devices was 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 continue with Senior ICT stakeholders, with a view to agreeing and finalising EMM configuration for adoption as part of the live pilot, which is currently planned to run through August 2017.

Property Management: In addition to the information provided in the June report, build and test phase activities continue. Engagement is in progress with the Garda College, STO and key system users for business readiness and change activities. The application is due to go live on 28 August 2017.

Enterprise Content Management: Rollout of Phase 1 of ECM training is progressing to schedule with a planned completion date of the 28th of July. Discussions are ongoing as to the plan for phase 2 which is the national roll out of the ECM Application.

Roster and Duty Management: The mobilisation phase of the Rosters & Duty Management System to replace the existing paper based system has been completed and the team is entering the design phase of the project. Analysis of the 'As-Is' processes and documentation of Garda Compensation Rules are progressing. The project is due for completion in Q2 2018.

Enhancing network access in rural locations: ICT is 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 Q 1 2017 and 17 have been upgraded to date in Q2. The target is to upgrade 25 stations per quarter.

4   Corporate Communications

<u>Launch of Public Attitudes Survey 2016</u>
The 2016 Public Attitudes Survey was launched on 14 June 2017 by the Head of the Garda Analysis Service and Assistant Commissioner Special Crime Operations. Key findings and details of how An Garda Síochána will address issues arising from the findings were communicated.

<u>Introduction of Divisional Protective Service Units</u>
The introduction of the first Divisional Protective Service Units under the Modernisation and Renewal Programme were announced via a press release, which contained supportive comments for the initiative from NGOs such as Dublin Rape Crisis Centre, One in Four and the National Women's Council of Ireland. Senior officers from the Garda National Protective Services Bureau also provided interviews to local and national media.

<u>Summer Security Advice</u>
As part of Community Safety Week, Corporate Communications highlighted advice to the public about how to protect their homes from burglary during the summer months by advising against advertising absence from home and detailing common entry points by burglars etc. The information was provided through press release, media interviews, info-graphics and social media.

<u>Summer Traffic Safety Campaign</u>
In conjunction with the RSA, An Garda Síochána promoted the need for all road users to take greater care on the roads during the summer, which is traditionally a high risk time for road deaths. Key messages were delivered via press release, media interviews and social media activities resulting in widespread coverage.

<u>Operational Media Briefings</u>
Senior officers provided a number of media briefings during the month on operational successes and initiatives, including a €5.3m drug seizure in Navan and public safety for the Coldplay concert.

5   Progress update on the status of Civilianisation and Redeployment

The organisation wide Deployment Survey has recently concluded and the findings of that survey will inform proposals for additional civilian resources. Considering the importance of transparency around the process of the redeployment of police men and women to operational policing duties, a process for tracking these movements has been developed and updated data will be provided to the Policing Authority on an ongoing basis.

To date, the approved posts at Executive Director level in the areas of Strategy and Transformation and the Occupational Health Department have been filled, with the Executive Director Legal and Compliance post being progressed through the recruitment process by the Public Appointments Service. The Professional level posts sanctioned have been filled through panels available in the Public Appointments Service to the greatest extent possible. The other approvals have been actioned in the main, with significant recruitment activity at Clerical Officer level also utilising the PAS panels.

Work continues on prioritising the many competing demands of the Organisation and submitting requests for approval to recruit to the Policing Authority. This process is being streamlined to ensure its efficiency. The most recent submission to the Policing Authority for approval includes over 220 posts at various grades, including professional grades. In summary, recruitment activity to date this year, as of 13 July 2017, is as follows:

Staff appointed from 1/1/17 to 13/7/17 from PAS/Redeployment/Central Transfer List

	Executive Director	Principal Officer	Assistant Principal	HEO	EO	CO	Other	Total
	2*	1	2	3	5	72	3**	88

*   Executive Director Strategy and Transformation and Chief Medical Officer
**   Professional Accountants

Staff requested from PAS and in vetting

	Executive Director	Principal Officer	Assistant Principal	HEO	EO	CO	Other	Total
			3	4	9	113	5	134

Staff requested from PAS and awaited

	Executive Director	Principal Officer	Assistant Principal	HEO	EO	CO	Other	Total
	1	3	9	1	33	43	5	90

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

Under the leadership of Assistant Commissioner Pat Leahy, project team meetings continue on a regular basis to progress the programme for embedding the Code of Ethics in An Garda Síochána. The Team has commenced work on a number of tasks and these are monitored and reported on at each meeting.

A Gantt Chart with indicative timelines has been developed incorporating all current tasks and identifying Organisational ownership. A draft copy of this document was provided to the Policing Authority. This document will be updated with more definitive timelines and provided to the Policing Authority within four weeks of the last meeting.

In addition to the provision of an e-version of the Code of Ethics with a personal message from the Commissioner on 29 June 2017, a printed version of the Code will be provided to each member of the Organisation, including civilian staff and the Garda Reserve and each member will be required to make a formal commitment to its observance. These booklets are currently being printed.

A presentation incorporating scenarios has been developed and will be circulated to all divisions and districts with a requirement for local 'Code of Ethics Awareness Briefings' to be conducted prior to the commencement of formal training. This will be circulated shortly and a copy will be provided to the Policing Authority.

Follow up training for the Senior Leadership Team who have completed the half day seminar will commence in the Autumn to ensure maximum availability. In advance of training for all members of the Organisation, a communications strategy is underway to keep all members informed as

initiatives are being rolled out. As part of this strategy, members will be encouraged to submit examples of local initiatives or innovative ideas for implementation of the Code of Ethics.

An Garda Síochána welcomes the Code of Ethics Committee's commitment to attend a meeting of the project team, to participate in the forthcoming Regional launches and to be involved in the roll out of the Code of Ethics and associated training sessions.

As committed to by Assistant Commissioner Leahy at the Policing Authority's Ethics Committee meeting on 13 July 2017, a further update, to include timelines and progress on each task being conducted by the project team will be provided to the Authority in four weeks.
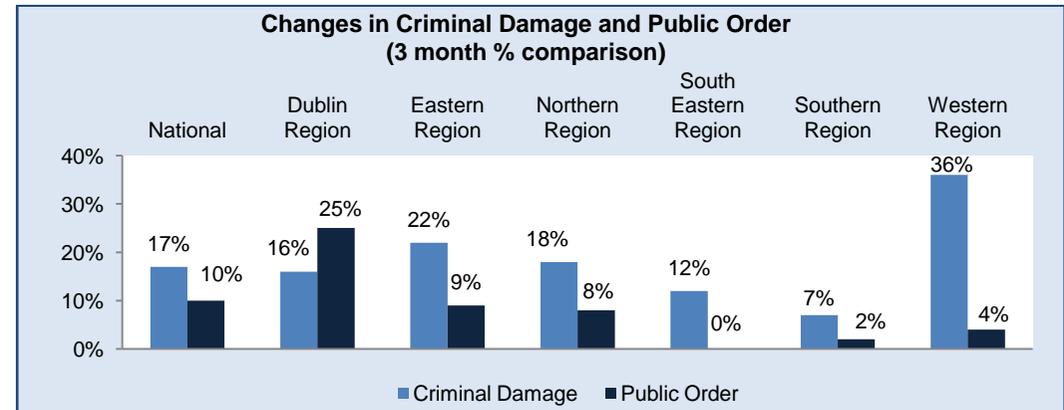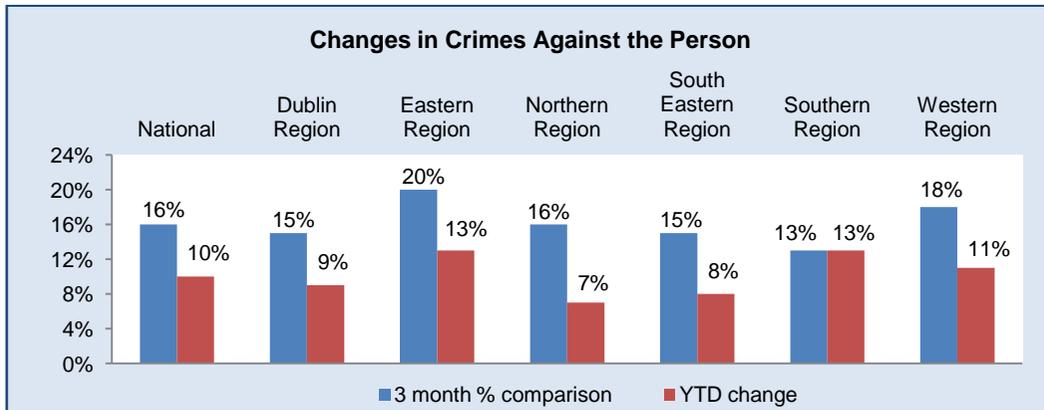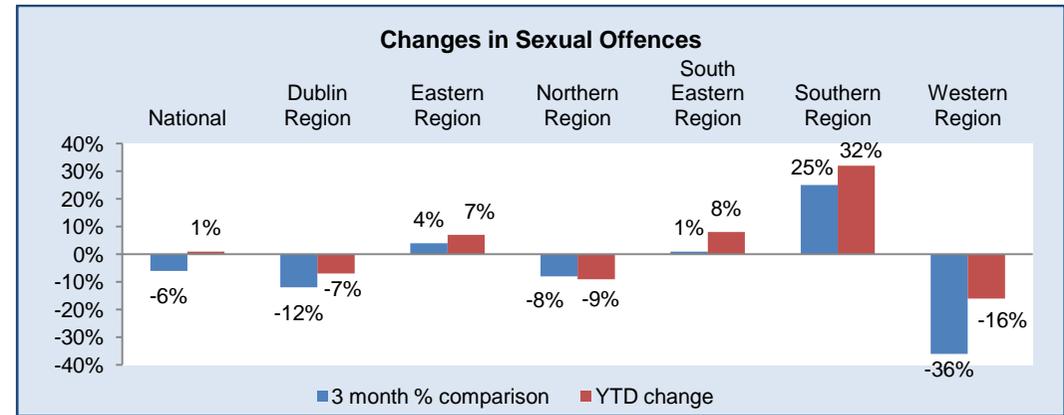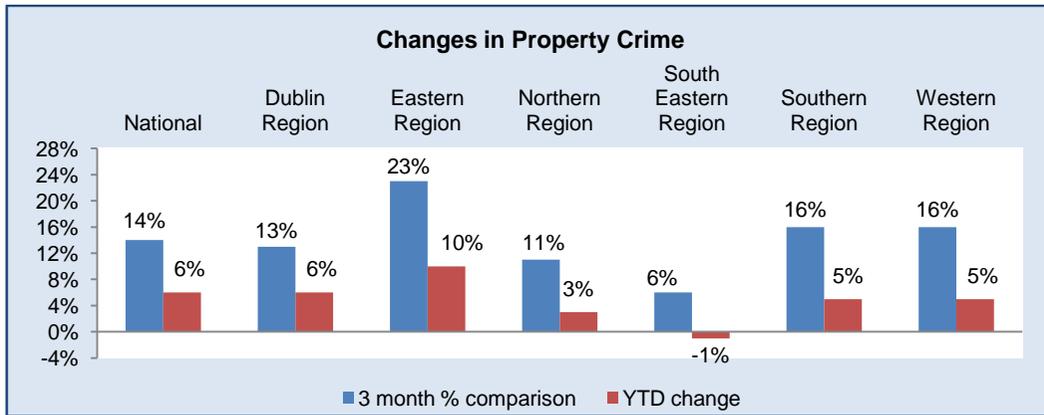
National Overview

Property crime nationally is up 6% in the year to date and 14% when April, May and June are compared to the same period in 2016. Non-violent property crime (Burglary, Theft) increased by 15% in the three month measure and by 6% in the year to date; while Violent property crime (Robbery) increased by 2% in the three month measure, it is down 7% in the year to date. Crimes against the Person are up 16% in the year to date and 10% compared to the same three months last year. When compared with the same period last year sexual offences are down 6%. Criminal Damage is running 17% higher and Public Order offences are running 10% higher compared to the same three months last year. Fatal and Serious Injury Traffic Collisions are down 22% 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.

Emerging Challenges

In recent months there have been substantial increases in incident counts across many crime groups. This upsurge has occurred quite recently, mostly over the past four months, in both offences driven by Garda activity, as well as those generally reported by the public.

Operation Thor (which targeted Burglary) impacted many crime types. While Burglary levels remain lower than pre Operation Thor levels, other crime groups are at higher levels than before Operation Thor was launched including, but not limited to; Possession of drugs for personal use/sale or supply, Minor assault and Assault causing harm, Theft from person and Theft of bicycle.

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. **39** Projects are currently in progress as part of the Modernisation & Renewal Programme.

Awaiting Commencement

Complete

In Progress

24

69

39
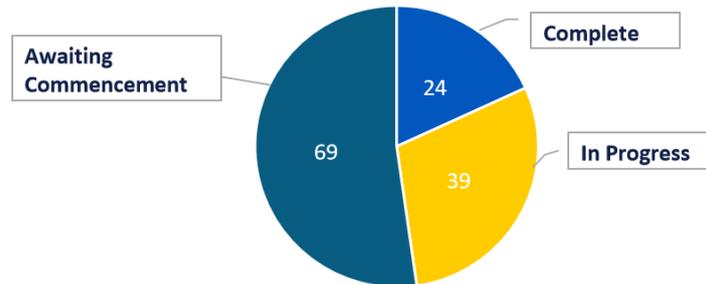
Changes since May

Awaiting Commencement	In Progress	Complete
-2	+1	+1
GCCB Strategy removed JARC & SAOR (Offender Mgmt) removed	HR Strategy Complete removed GCCB Strategy Added JARC & SAOR (Offender Mgmt) Added	HR Strategy 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
12	5	22	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

National Security	National Policing	Community Safety	Cross Organisational Services
7	8	11	13

Overview of Complete & In Progress Projects per Lifecycle Phase

Legend: June, May

Pre-Implementation Stage: Strategy (8), Scope (10), Initiate (6)
Implementation Stage: Mobilise & Plan (3), Analyse & Design (4), Build & Test (3), Deploy & Stabilise (5)
Post-Implementation Stage: Benefits Realisation (0), Completed (24)

There are **24** projects currently progressing through the project pre-implementation phases.

During the pre-implementation phases, the overall strategy, business case, scope and high level plan for the project are confirmed.

There are **15** projects currently progressing through the project implementation phases.

During the implementation phases, the project team is mobilised, work planning takes place, detailed requirements definition and stakeholder analysis occurs and the solution is designed, tested, trained and delivered.

There are **0** projects currently progressing through the post-implementation phases. During this phase, benefits realised are evaluated, tracked, measured and reported on.

24 projects have been completed. These projects have delivered significant value to the organisation and its members.

9 Risk Management

A *'Revised Approach to Risk Management'* was implemented on 31 March 2017 as a priority phase 1 initiative under the Modernisation & Renewal Programme and is currently being embedded within the Organisation.

To date:
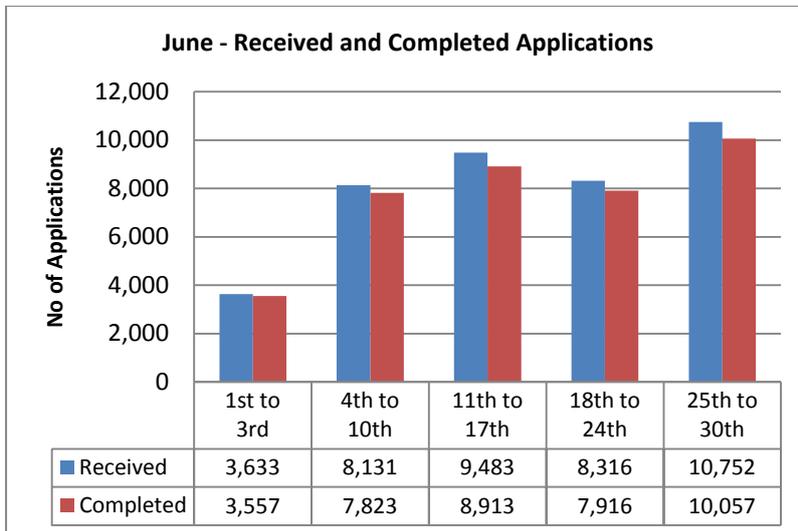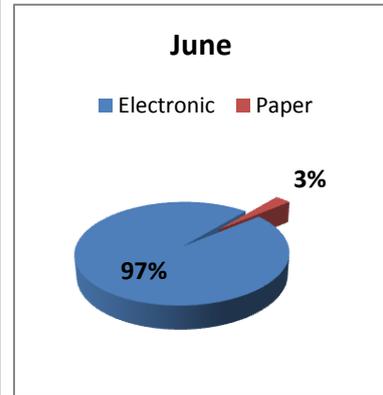- Over 250 senior managers (Superintendent rank/civilian equivalent grade upwards) have been trained, through a co-facilitated approach between the Garda Risk Management Unit and the Institute of Public Administration (IPA).
- Over 250 support staff have been briefed, in order to support their senior managers in the administration of risk management within their area.
- Risk Management is now incorporated into training programmes for newly promoted Sergeants, Inspectors, Superintendents, Chief Superintendents & Civilian Equivalents.
- Four meetings of the Risk & Policy Governance Board (R&PGB) have been held to date in 2017, with the most recent meeting held on 21 June 2017. Further meetings are scheduled for July, August and September 2017.

Twelve Corporate Risks were identified by An Garda Síochána. Corporate Risk Owners have been assigned to each, and they are being actively managed.

'Actioning' and progressing recommendations of recent oversight reports
The Garda Inspectorate Report, titled 'Changing Policing in Ireland' included a number of recommendations relating to risk management. All recommendations relating to An Garda Síochána's approach to risk management have been implemented.

2nd Quarter for previous 6 years

	2012	2013	2014	2015	2016	2017
APR	18,811	26,053	26,757	27,548	35,324	36,879
MAY	24,344	27,822	28,018	28,516	9,441	44,413
JUN	22,550	25,873	29,921	30,864	24,135	40,315

No of Applications

June

■ Electronic   ■ Paper

3%

97%

June - Received and Completed Applications

	1st to 3rd	4th to 10th	11th to 17th	18th to 24th	25th to 30th
Received	3,633	8,131	9,483	8,316	10,752
Completed	3,557	7,823	8,913	7,916	10,057

No of Applications
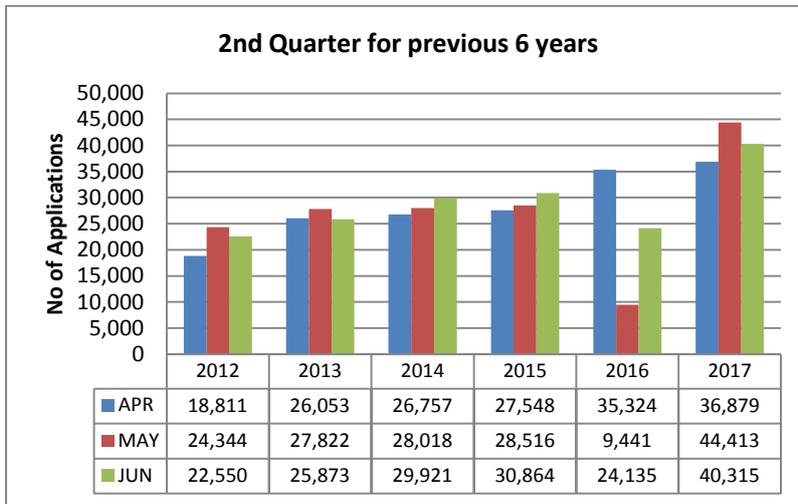
Human Resources and People Development (HRPD)

Rank	Strength at 30 June 2017
Commissioner	1
Deputy Commissioner	2
Assistant Commissioner	8
Chief Superintendent	39
Superintendent	163
Inspector	300
Sergeant	1,915
Garda	10,696
Sub - Total	**13,124**
Career Breaks (incl ICB)	187
Work-sharing*	51.5
Secondments (Overseas etc)	18
Maternity Leave	133
Unpaid Maternity Leave	42
Total	**12,692.5**

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 ****	286.786	Driver	15.8
Nurse	3	CO	1307.834	Store man	4
Photographer	3	Supt. of Cleaners	1	Store Officer	1
Cartographer	2	Cleaner	147.95	Groom	1
Telecoms Technician	14.6	Service Attendant	31.47		
Examiner of Maps	1	Seasonal Cleaner /SA	8		
Head of Legal Affairs (Director level)	1	Service Officer	7		
Accident Damage Co-ordinator	1				
Technical Supervisor	0				
Workshop Supervisor	1				
Total	**57.2**		**1931.04**		**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: 2032.54 (whole-time equivalent)

Policing Plan 2017

May 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.	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
15	Deployment of CAD nationally by Q4 2017 (*Note that this initiative has been split into CAD I and CAD II. Overall, progress is deemed to be On Target*).	ON TARGET
16	a) Each **non-sexual crime** incident has investigating officer and supervisor assigned.	AT RISK
	b) Each **sexual crime** incident has an investigating officer and supervisor assigned to it.	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
	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.	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.	
	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.	OFF TARGET
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.	OFF 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
	Metrics	
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

May 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.	ON TARGET
35	Phase 1 of PALF completed by Q4 of 2017.	AT RISK
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.	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
	Metrics	
36	Level of online engagement ahead of industry standards (figures reported quarterly).	ON TARGET
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.	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 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.	
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. Where the rating is blank, no progress has been reported.

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		1	3			2	8
Total	1	2	1	1	0	3	0	1	5	0	0	3	17

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					
Return to the Policing Authority in relation to numbers and vacancies in the specified ranks													
Data as at the end of June 2017													
Assistant Commissioner	*8*	9					1				-1	8	0
Chief Superintendent	*45*	40						1			-1	39	6
Superintendent	*166*	164					1				-1	163	3
Total	*219*	213	0	0	0	0	2	1	0	0	-3	210	9