



AN TÚDARÁS PÓILÍNEACHTA
POLICING AUTHORITY

Policing Authority Assessment of Policing Performance 2019

March 2020



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Foreword

When the then Tánaiste asked the Authority to submit quarterly reports on the implementation by the Garda Síochána of the recommendations of the Garda Inspectorate's report, *Changing Policing in Ireland*, anyone who thought that this might become a dull litany of administrative measures might have been forgiven a little scepticism. Such reports can fall into such a trap.

However, when approached creatively and with purpose, regular reports of this nature can represent a real value to all concerned. They provide a moment to pause, to stand back, to count a beat and to address what an objective and detached review of progress tells about what is happening. I think it fair to say that the Garda Síochána came quickly to recognise the value of the insights offered and of the comprehensive 'reporting in the round' that looked at the whole as well as at individual parts.

When the need for the reports to the Department passed, the Authority decided to continue with a twice yearly review of policing performance, reflecting the centrality of the policing plan in the statute, and increasingly so, in the work of the Garda Síochána.

This is the fourth of these reports and it builds on — and changes the emphasis of — its predecessors. What can sometimes be seen as criticism in reports of this kind is, very often, a reflection of the scale of the challenges an organisation faces. This is very much the case with this report which must be read against the extraordinary challenges confronting the Commissioner and his colleagues in making the deep and fundamental changes that he and they know are necessary and vital to the future success of the organisation and to the quality of the service it will offer to the people of this country.

Similar challenges face all long-established organisations seeking to make changes. But they are significantly amplified in an organisation that inherits a policing tradition going back two hundred years, a hierarchical control and command structure, the cultural norms that tend to be associated with that as well as a tendency to an internal focus.

It is important, therefore, to say that this report represents a powerful statement of what has been achieved. Real and substantial progress was made in the implementation of the Policing Plan last year — and in the organisation as a whole.

A number of new strategies were produced by the Garda Síochána in 2019. These are not just documents and must never be allowed to be seen as such. They are a reflection of the organisation finally coming to a settled view as to the way forward across a range of crucially important areas in the life and work of a policing service. The implementation will be challenging but the outcome of their full implementation will be a much better policing service for the people.

It is not only the case that performance has improved but awareness of performance and of its measure has improved at an organisational level. That is significant. The pace of assessment of that performance at an individual level is not as encouraging, however, and remains a task of urgent importance.

Performance is never fully captured by the fulfilment of individual initiatives, however important they may be. Rather it is the extent to which the organisation as a whole has succeeded in effecting change where needed and moving forward with purpose and certainty, confident of its destination and animated throughout by the imperative of serving the contemporary needs of the community and its people.

A cultural change is, slowly, in progress in the organisation. As with performance, this is not measured just by elements in a particular plan of action. It will be a shift in approach, an opening up to new awareness, a willingness to listen to voices within, a recognition of the validity and value of voices without — especially those not often heard in the past, and an understanding of the changing expectations of the people in our modern democracy that will make the radical cultural change that is needed. The progress being made is to be encouraged.

Yes, problems remain. And they are openly and frankly addressed in this report. But it is important to draw attention to the more positive note sounded in this document. As the organisation advances through the year in which it will see its numbers reach the highest level ever since its foundation, the need for and the rewards of strategic, operational and cultural reawakening and renewal have rarely ever been greater. Increased numbers are important but they are neither the guarantee nor the measure of success or effectiveness. Building on the levels of public confidence, persuading victims that their interests are central and showing the public that they are well served and safer will be a surer foundation and a more eloquent testament to the work that has begun.

As these words are written, the community faces an unprecedented set of challenges. The Garda Síochána will face those challenges and more. And they will have an opportunity to demonstrate the central and indispensable role that a policing service plays in a democracy and to reflect the particular closeness of the relationship with the community that it enjoys. In the process it will build on what it has achieved.



Bob Collins

Chairperson

1. Context

This section summarises the background to the Policing Plan and the Authority's role in overseeing it, including how the Authority and its staff monitor, assess and report on policing performance.

What is the Policing Plan?

It is an annual plan prepared under the Garda Síochána's Statement of Strategy 2019 - 2021 ('the Strategy'). It sets out a range of commitments, with accompanying targets and measures, by which achievement will be measured.

The Policing Plan is drawn up by the Garda Síochána, in accordance with the Garda Síochána Act 2005 ('the Act') and is formally laid before the Houses of the Oireachtas. Individual initiatives and commitments in the Policing Plan are decided upon by the Garda Commissioner. Targets and measures in the Policing Plan are determined by the Authority, in accordance with the Act. The Plan is flexible in that the Garda Síochána needs to be able to respond to new situations as they arise and to discuss these changes with the Authority. However, the premise of the Plan is that its preparation should be thoughtful and evidence-based, in order to anticipate as many of these situations as possible.

The Garda Commissioner submits the Policing Plan to the Authority, which approves it with the consent of the Minister subject to any amendments determined by the Authority under the Act.

The 2019 Policing Plan also addresses the actions assigned to the Garda Síochána under the report *A Policing Service for the Future*. That report is the implementation plan for the recommendations arising from the Government's Policing Reform programme.

How does the Authority monitor and assess performance against the Policing Plan?

The primary mechanism for monitoring and assessing policing performance is the monthly Authority meeting with the Garda Síochána. Performance is also reviewed in depth by the Authority's Committees. Throughout the year the Authority and the Committees review and analyse internal and external reporting from and about the Garda Síochána.

The Authority reviews performance in person, through a programme of engagements during the year. As well as engaging with the Garda Síochána, the Authority interacts with Joint Policing Committees, and conducts a stakeholder engagement programme. Information and experience gathered through these different types of engagements are pulled together, along with research when relevant, to inform discussion between Authority members and the senior leadership of the Garda Síochána.

How does the Authority report on policing performance?

The Authority prepares two assessments of policing performance in a year. These reports focus on the achievement of the initiatives set out in the Policing Plan, progress against strategic crime and public perception targets, and the broader, thematic challenges faced by the organisation.

In its previous assessments, the Authority provided a detailed review by chapter of the Plan. However, in this report the Authority has set out an initiative by initiative assessment that echoes the reporting received from the Garda Síochána throughout the year and increases the detail available to the reader. This is intended to provide a sense of the information received from the Garda Síochána. It reflects the improvements made in its internal reporting over the last two years and the Authority's increased confidence in the reporting it receives.

2. Summary of Performance

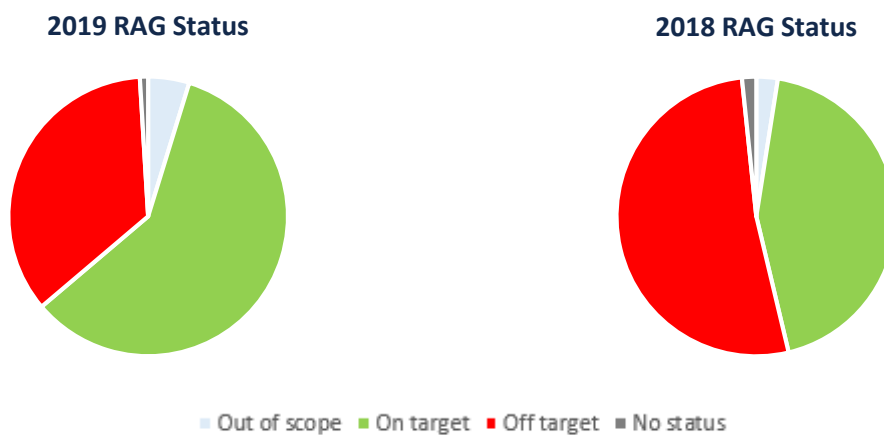
This section contains highlights of progress made against the Plan during 2019.

2019 marks the first full year since the establishment of the Authority that the Garda Síochána worked to one plan across the organisation, rather than attempting to separate the Policing Plan from reform initiatives. This choice allowed the Garda Síochána to remove some internal obstacles from its ability to focus, which has resulted in some welcome improvement in performance.

This report is primarily focused on the achievement of commitments in the Policing Plan 2019. However, the Authority’s view of performance is not limited to that assessment. It is important to acknowledge performance that is not captured within the confines of the Plan. The Garda Síochána has had very significant success in the area of organised crime in terms of the disruption of criminal activity and preservation of life. The Garda Síochána has continued to develop its international reach and cooperation, and a number of significant convictions were achieved during the year.

In terms of strategic issues, there has been an increased focus on domestic abuse and sexual assault with the roll-out of the Divisional Protective Services Units which seek to build up the standard of protection offered to the vulnerable. Roads Policing has seen an increase in the technology being used to keep people safe on the roads. From an organisational development perspective, decisions have been taken and a vision set out for the implementation of the Garda Síochána Operating Model.

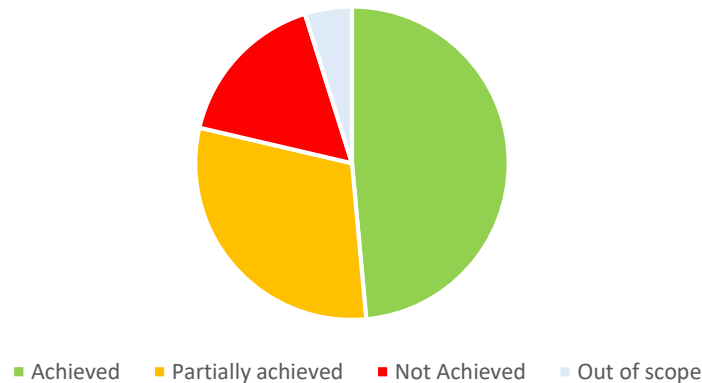
Within the performance against the Plan, there is a clear difference between the level of initiatives that were on target at the end of 2018 (less than half) and the level in 2019 (nearly two thirds). This represents a distinct improvement.



However, this performance is not yet at a level that might be classed as ‘achievement’, rather than ‘partial achievement’, of the plan as a whole. The Authority has considered and assessed to what extent each initiative was achieved at the end of the year. In 20 cases this has resulted in a more favourable assessment, where the Authority considers that even though an initiative was off target it can be credited as ‘partially achieved’ or even ‘achieved’ during the year. However, 13 ‘on target’ initiatives were assessed as having only partially achieved their intent.

Overall, nearly half of the initiatives were fully achieved, and nearly 80% of initiatives were achieved to some extent.

Achievement of initiatives 2019



The Authority has the sense that the Garda Síochána had aimed for a higher level of performance towards the end of the year, and that the senior leadership was disappointed not to close out a more significant number of initiatives over the final months of the Policing Plan. The Authority echoes that disappointment. However, it regards it as positive that the organisation is positioning the Policing Plan as an ambitious but realistic set of commitments that the organisation can and should deliver in any year.

Progress

- The Authority welcomes the development and launching of the new Operating Model for the Garda Síochána. This represents one of the most significant organisational changes in its history. Important decisions regarding the structure and resourcing of the model have been taken and the approach to roll-out has been agreed and timetabled. As well as the expected efficiencies to be leveraged in the new regional/divisional structure, the Authority expects there will be wide-ranging benefits from the reconfiguring of Garda Síochána internal processes. This includes defining how and when local units interact with national and specialist units.
- Key foundational strategies and frameworks have now been considered, agreed and launched, including the Community Policing Framework, the Diversity and Integration Strategy, the ICT Strategy, the People Strategy and the Human Rights Strategy.
- The Garda Síochána has continued the implementation of a number of concurrent organisation-wide ICT projects that are expected to transform the way it works (Enterprise Content Management, Computer Aided Dispatch, Rosters and Duty Management, deployment of mobile devices, and the Investigation Management System). Regional phasing of the roll-out of systems has allowed the Garda Síochána space to identify and address implementation issues.
- The Schengen Information System¹ is now due to go live in early 2020, which will finally bring Ireland to a par with all other EU member states.

¹ The **Schengen Information System** is a governmental database maintained by the European Commission in cooperation with 31 European countries, which allows access to information about individuals and entities for the purposes of national security, border control and law enforcement.

- The review of misclassified homicides was completed and its recommendations have started to be implemented. This review demonstrated a welcome new approach to critical, transparent self-evaluation by the Garda Síochána.
- Several new bureaus and units have been established, including the Human Rights Unit, the National Offender Recidivism Unit and the Garda National Bureau of Child Diversion. There was also progress with the establishment of an Anti-Corruption Unit.
- Three additional Divisional Protective Services Units were rolled out, bringing the total number of units to 15. Enhanced information for victims was published on the Garda Síochána website.
- The domestic abuse risk assessment tool was developed and training has started. The number of incidents of the new offence of coercive control is being measured, and reporting on domestic assaults (as distinct from other assaults) is intended to start in early 2020.
- Some recruitment targets were met, which resulted in an increased compliment of Garda members (605), Garda staff (741) and Garda Reserve members (100) by the end of the year. This resulted in a net increase following retirements, promotions and resignations, of 275 Garda members and 489 Garda staff.
- Several initiatives were achieved that will support the effective development and roll-out of the Operating Model, as well as providing helpful information for the organisation. These include the completion of a census of Garda members, the development of job specifications and the mapping of internal processes.
- The positive impact of the continuing development of the Performance and Accountability Framework (PAF) has been observed by the Authority throughout the year. This has established some national consistency in how the Garda Síochána manages its activities and monitors performance.
- While staff welfare initiatives narrowly missed targets, they are expected to be delivered in Q1 2020.
- Progress has been made on detecting the key 'lifesaver' offences that are implicated in road traffic accidents, and a significant number of actions under the 'breath tests' Crowe Horwath report and the Roads Policing Operations Plan have been implemented.
- 81% of the Garda Síochána has now signed the Code of Ethics — which was an area of significant focus for the Authority's oversight throughout 2019.
- Important initiatives underpinning the handling of intelligence and subsequent coordination of resources were finalised by the end of the year (e.g. National Tasking and Coordination, Organised Crime Group Threat Assessment Matrix and the National Intelligence Model). These are significant developments and have been aligned to the new Operating Model. The Authority will engage with the Garda Síochána during 2020 to consider their effectiveness.
- Progress was made in developing a Code of Practice for managing human intelligence sources, and in developing an operating model for Security and Intelligence. As neither of these initiatives have been explicitly included in the 2020 Policing Plan it will be important to ensure that focus is maintained to ensure that they are completed.

- The 6 Cs Stay Safe awareness campaign² was delivered and the Garda Síochána participated in national emergency response groups and exercises.
- Initial steps have been made during the year towards improving data management and quality; the Authority is looking forward to seeing the impact of these changes in 2020.

Concerns

- The timing of the delivery of many strategies has left little opportunity for implementation in 2019. Actions under frameworks and strategies, including the National Drugs Strategy, should be reviewed in 2020 to ensure that they are having the intended effect.
- The Reserve Strategy continued to be delayed in 2019, affecting the effective deployment of Reserve members and potentially contributing to the decrease in the Garda Reserve (2018: 528, 2019: 458).
- Although the ICT Strategy has been developed, the Authority is concerned that a coherent sense of the requirements, scale and costs of implementation is still absent.
- All of the newly established units are reporting under-resourcing either in terms of staff, ICT or accommodation. This has limited the extent of work done during the year. In particular, the lack of progress in the work to support ‘the most vulnerable in the criminal justice system’ has been disappointing and it is expected that there will be an improved focus on this area in 2020, as the Authority also increases its own focus on the Garda Síochána’s human rights obligations.
- Key Performance Indicators to ensure that the Victims of Crime Act 2017 is being complied with are not yet in place.
- While a definition of Hate Crime has been developed, the policy and procedure has still not been delivered and targets for victim call-backs and assessments were missed.
- Road deaths, serious injuries and breath tests conducted have not met their improvement targets.
- Initiatives to address falling detection rates and increased assaults have been developed and are being implemented. However, they are not yet generating the results the public might expect.
- Difficulties obtaining and effectively deploying resources continue to be a barrier to achieving full roll-out of additional capability in cyber and economic crime, as well as 24/7 national armed response.
- Otherwise positive progress with the recruitment of analysts may not be sufficient to meet needs for analysis that are emerging in many different parts of the organisation.

² The 6C’s are the Stay Safe principles to be used when responding to a critical of firearms incident and refer to: Contact; Cover; Confirm; Civilians; Colleagues; and Contain.

- The Authority is aware that considerable work has been undertaken to develop a plan for improving data collection and data quality. This plan relates not just to data quality and collection but also the availability and use of data and information to inform decision making within the organisation. Once finalised, it is imperative that this work is implemented with pace.
- There is still no Workforce Plan for the organisation, which curtails its ability to plan and prioritise recruitment effectively, and there are still challenges around Garda redeployment (344 redeployed; target: 500).
- The Authority is concerned that the seemingly intractable difficulties in recruiting and retaining staff for the Garda Information Services Centre (GISC) could have a detrimental effect on its ability to maintain current improvements to data quality classification and review.
- While some training initiatives were achieved, there remains a wider question over the Garda Síochána's ability to prioritise and deliver all the training required by its extensive change programme.
- The Garda Síochána has not delivered against its performance management objectives, and there continues to be a significant impasse on the implementation of a performance management system for Garda staff.
- Despite some progress, the 95% target for signing the Code of Ethics was missed and it is important that those within the organisation yet to sign are led effectively to do so.
- The specific challenges of implementing the Roster and Duty Management System in 'static' or non-operational sites that had been expected to be easier to implement this year (the Vetting Bureau and the Garda College) have been unfortunate as the Authority can see many benefits to rolling out this initiative across the organisation, particularly as a support to the Operating Model.
- Some significant structural challenges remain relating to initiatives that are seen as building blocks for the organisation to develop increased autonomy:
 - a replacement roster has not yet been agreed;
 - existing financial systems and processes do not yet allow the development of multi-annual budgeting, or costing of initiatives, both of which would support informed planning and decision making; and,
 - there does not appear to be an agreed position on the management of the Garda Síochána estate.

3. Commentary and Assessment of Performance

What does achievement of the Policing Plan mean?

As noted in the Summary of Performance, many more initiatives were on target at the end of 2019 than at the end of 2018, and several more are expected to be on target by the end of Q1 2020. However, the Authority's assessment of performance is not limited to whether or not an initiative is on target.

In Appendix 2 to this report, the Authority has presented a detailed assessment of the status of each initiative and whether or not it was achieved, or partially achieved. Positive progress was made with the vast majority of initiatives, and as a result the Authority has classified some initiatives as 'partially achieved' even if off target. Conversely, however, there are initiatives that are reported as on target that the Authority believes have not (yet) been achieved in full. The detailed Appendix has been included to provide a transparent view of progress against the Policing Plan and to demonstrate the rigour with which the Authority approaches its assessment.

In previous reports, the Authority classification of initiatives as 'complete' highlighted the importance of ensuring that actions taken addressed the purpose behind initiatives or recommendations. However, this is not the focus of the Authority's assessment this time. Since those observations were made, the Garda Síochána's reporting has improved significantly and it has even sometimes been unnecessarily strict in its self-assessment. For example, initiatives that were otherwise entirely on track were presented as 'red' even if completed only a week or two after the deadline. In these circumstances, the Authority has encouraged the Garda Síochána to positively reflect the progress made rather than the strict observance of the deadline.

With that in mind, there are two broad points to be made about the achievement of the initiatives under the 2019 Policing Plan and the progress they represent.

The first is that the Authority has observed that there are a number of on target initiatives where the Authority has genuine concerns about parts of the initiative that have not been delivered in full. An example is the implementation of the Detections Improvement Plan. This plan was developed in 2018 and the Authority has seen evidence of its integration into local practice. However, the initiative required a review of effectiveness, which has not taken place, and which the Authority views as being critical. The continuing decrease in detection rates does not provide the public with confidence and does not indicate that the plans that have been put in place are sufficient. Without a review there is a risk that actions being implemented represent a less effective use of resources. The Authority will monitor the progress with these types of incomplete initiatives into 2020, particularly where they have not been included in the 2020 Policing Plan.

The second is that the Authority has experienced some disquiet during the year about several initiatives in the Policing Plan and the extent to which they required actions that would generate results for the public in 2019. The delivery of strategies, frameworks and other plans is an essential first step in making improvements, but a year that consists entirely of development is always going to generate limited results. This is particularly the case where the only goal is to 'commence development' of a strategy. The Authority also would have more confidence in the potential value of these documents if they were all supported by implementation plans with clearly defined milestones.

Similarly, there has been a drive to establish a number of units, bureaus and other structures during the year. For some of these structures ‘establishment’ appears to equal existence, but this is a hollow interpretation. The Authority sees ‘established’ as being staffed and resourced to a level that would allow the structure to be effective. This does not have to mean ‘fully established’, but at a minimum the structures should have been able to deliver on the commitments assigned to them in this year’s Policing Plan.

In both cases, although actions have been taken that may be welcome, the Authority believes it would be premature to conclude that much has been achieved. As with the incomplete actions, the Authority will continue to monitor progress in 2020.

Planning and investment in resources

The Authority has commented extensively in its previous reports about the critical need for the Garda Síochána to be able to set itself goals that it can achieve, given its capabilities and finite resources. In 2019, and over the coming years, the Government’s policing reform programme required, and will require, that the Garda Síochána undertake a number of prescribed initiatives. This will have an impact on the investment it can make across other activities. The Garda Síochána is a part of the implementation group, and it is clear from the 2019 Policing Plan that it has an ability to influence how and when those initiatives are delivered. It will be important, therefore, for the Garda Síochána to continue to negotiate with its reform partners on the pace and nature of those initiatives, in order to ensure that it retains enough space in the Policing Plan for initiatives that respond to crime-related as well as reform-related priorities.

However, the only way in which the Garda Síochána can have informed external negotiations, or indeed internal negotiations, about how it invest its time and resources is by having a greater understanding of how its resources are currently invested. The Authority was given to understand that the Garda Síochána believed that the 2019 Policing Plan was achievable at least in terms of the inputs it required from the organisation. The fact that a number of initiatives remained unachieved at the year-end as a result of a reported lack of resources would tend to indicate that belief was misplaced, or at least over-ambitious.

The Authority has indicated to the Garda Síochána on a number of occasions that it believes that its statutory obligation to provide advice, annually, on the adequacy of the resources available to the Garda Síochána represents an opportunity for the Authority to support an evidence-based case for additional resources. However, despite these repeated requests, the Garda Síochána has not yet been able to provide detailed information that would allow this case to be made.

This is inextricable from the Garda Síochána’s continuing lack of the types of modern information systems that would underpin this type of analysis. Systems that the Authority sees as critical (Enterprise Resource Planning systems, Human Resource Information systems, Finance systems) not only did not see progress during the year, they were not included as initiatives, and are not included in 2020.

It is recognised that these are expensive systems that do not always feel like a priority for the organisation when other systems, particularly ones that affect the safety of individuals, need to be upgraded. However, since the Authority’s inception there has been little to no progress in these areas and the lack of a discernible roadmap towards the development of these systems is concerning. The

absence of these types of systems limits the ability of the Garda Síochána to support its own initiatives and to assess the effect of its activities, which would drive improvements in the delivery of its service to the public.

Between December 2016 and December 2019, the Garda Síochána added nearly 1,400 Garda members and nearly 1,000 Garda staff, redeployed over 600 Garda members to the front line, increased its gross funding by €220m to €1.7bn, built new Garda stations, and improved ICT and other systems. In order to justify this level of additional investment, the Garda Síochána needs to be able to demonstrate how services have improved and how it is working more effectively, particularly when it can be hard for the public to see this reflected in the traditional metric of ‘crimes detected’.

The Authority has received internal and external feedback about improvements in the Garda Síochána and it recognises that some improvements might take some time to generate measurable results. However, until the Garda Síochána has put in place systems to demonstrate that it is using its resources in the most effective, strategic, data-driven way, it remains difficult to confirm, definitively, what — if any — additional resources the Garda Síochána needs.

It must also be emphasised that the Garda Commissioner has not requested substantial additional investment beyond the level already committed to, and that ‘the Garda Síochána needs additional resources’ is not a well-defined and evidence-based assertion. Moreover, the capacity of the Garda Síochána to absorb any more Garda members and staff or to implement and embed any new systems is already severely stretched. This relates both to the physical limitations of the Garda Estate and the potential for change fatigue across the organisation.

Accountability and culture change

The establishment of structures is not a new approach for the Garda Síochána. There has been a tendency over the years to package a problem or set of problems and assign it to a Unit, Bureau, Committee, Board, or other group. This is not unique to the Garda Síochána, but that does not necessarily make it an effective approach. The logic is that assigning an issue to a unit — be it culture, human rights, offender management, and so on — will provide a singular focus that will move it forward. Instead, this approach risks absolving the organisation as a whole as it makes a person or group accountable for an issue when everyone should be equally accountable.

Nowhere is this more evident than in the approach to culture. The 2018 Culture Audit contained a number of important messages from the Garda Síochána about how it behaves as an organisation. In response, a bureau was set up and twelve initiatives were developed in order to engage staff. While these initiatives may be commendable, the Authority believes that the cultural difficulties within the Garda Síochána are systemic and that the response should be similarly systemic. The risk is that an exclusive focus on these initiatives as the key response to the Culture Audit findings ignores the profoundly important culture change arising from other work ongoing with the organisation. This includes work in the area of anti-corruption and promotion processes. This work needs to be integrated into the reporting on culture in recognition that it can have a significant impact on the lived experience of Garda members, staff and the Reserve, addressing key concerns raised in the audit. The Authority’s view is that the Garda Síochána is missing an opportunity to integrate and frame significant initiatives it is undertaking already that will have an impact on the culture of the organisation, for example the work on the promotion process for sergeant and inspectors and the establishment of an

anti-corruption unit. It is not clear that the link is being made between improving culture and changing how the Garda Síochána works.

The recent approach to the review of homicides is one that has been commended by the Authority and it is one that the Garda Síochána should reflect on. The Authority's commentary on the final report of the Homicide Investigation Review Team noted that there was a "*maturing evident in this report in the Garda Síochána's ability and attitude towards self-critique and reflection*". During this process, the Authority observed a proactive approach to self-evaluation, acceptance of review as a valued part of the process, owning up to mistakes and using lessons learned to improve performance, and a collegial, multi-disciplinary approach. The Garda Síochána should consider how it could learn from this review to drive a shift in culture that does not treat improving employee morale as separate from improving everyday performance.

However, accountability is not just about sharing in organisational responsibilities. It is also about holding people to account where they have personal responsibilities. In the 2018 Assessment of Policing Performance, the Authority noted that plans to manage risks were not always active or effective. However, since the start of the 2019 Policing Plan, the Authority was made aware that there was a considerable change in how the meetings of the Senior Leadership Team were conducted, with a greater emphasis on holding individuals accountable for the initiatives they had been assigned. This appears to have been a driver for the higher number of on target initiatives throughout the year.

The Authority has also observed the roll-out of guidelines and a standard agenda for the Performance and Accountability Framework (PAF); the team meetings that supervisors have with their direct reports across the organisations. This appears to be driving increased consistency and focus at those PAF meetings. The Authority is aware of changes at the highest PAF levels, and has seen examples of materials produced at these meetings to monitor performance against specific policing plan targets and copies of performance improvement plans to address any shortfalls. These changes are welcome and are bringing greater focus — particularly on the non-crime targets — which appears to be helping the Garda Síochána understand barriers to meeting some of those targets. However, this increased focus needs to be maintained to yield the results that the Garda Síochána is aiming towards.

Requirement for a changed approach

The new Operating Model is the most significant structural change for the Garda Síochána since its inception. It has already had a disruptive effect within the organisation and it will continue to do so in 2020. The Authority has welcomed and supported this model's potential to deliver a policing service that is more visible, more efficient and more responsive to local needs.

The Operating Model is not just about changing the number of regions and divisions. Rather, it is about changing how the Garda Síochána delivers its services, both internally and externally. Additionally, it depends on a number of plans, pilots and strategies that pre-date it such as the Divisional Model, the Community Policing Framework, and the Divisional Protective Services Units. The challenge for the Garda Síochána will be to reframe these and other similar, existing elements around the Operating Model. This represents an essential shift for the Garda Síochána which has been consistently vulnerable to the criticism that plans are developed across the organisation that do not speak to one another. For the Operating Model to be successful it will have to be the sole foundation for any new activities across the organisation.

The Authority's urgent concern is that the Garda Síochána has not yet conquered the challenges that it has called out consistently over the last four years, and that this will present an overwhelming obstacle to the success of the implementation of the model. These challenges, first identified as obstacles to organisational reform under the Modernisation and Renewal Programme, related to planning, prioritisation, resourcing, focus, agility and self-evaluation.

At the conclusion of that programme, the Authority urged the Garda Síochána to pause its activities and ensure that it was prepared fully for reform. The Garda Síochána did not take that opportunity, perhaps as a result of the juggernaut of policing reform, and the results are apparent. Although there is some improvement and the Authority has seen many examples of good practice and commendable individual efforts being made, the organisation is critically hampered by these persistent challenges.

What has changed over these four years is a recognition by the Garda Síochána that these are challenges for the organisation and that they need to be addressed. However, the Authority is concerned that the Garda Síochána is still only at the stage of understanding and describing the problem rather than addressing it. The Authority is not convinced that the Garda Síochána understands that there is a direct relationship between the challenges that all agree exist, the systems that the Authority calls for, and the effectiveness of its performance.

Funding has not been prioritised for those essential Enterprise Resource Planning systems that other modern organisations rely on. Planning for the Garda Síochána's estate has been diverted to consideration of how the function should be managed and funded, rather than evaluating and addressing its condition. Enabling functions are now involved in planning in a way that they were not previously and this is a good thing, but nominal inclusion without the systems and processes that enable those functions to be effective can only be of limited benefit.

One of the key aspects of the Operating Model is the devolution of autonomy to Chief Superintendents but it is extremely difficult to see how this will be possible or effective without adequate systems to support it. The Authority has questioned how the Garda Síochána will ensure that the exercise of autonomy and different leadership styles will not give rise to variable service. The Authority has been told that this will be avoided by a strong framework underpinning this autonomy.

It is also important to recognise that it is not just the Operating Model that requires adequate, modern systems to be put in place. In order to deliver the kind of efficient, effective service that the people of Ireland want and deserve for their high level of investment, the Garda Síochána needs to make sure that it knows where its people are and what they are doing. It needs to know that its recruitment and deployment of its workforce is responding to the changing demands of policing and new types of crime.

Delivering Results

The Garda Síochána has selected a number of numeric targets that are aligned with its strategy and will be reported on every month or quarter. It also selected a number of numeric targets that are specific to 2019.

The Garda Síochána's mission for the period of this strategy is 'Keeping People Safe' and one of the ways in which it measures how safe people feel is through the Public Attitudes Survey ('the Survey'). The complete, annual Survey is not usually available until the second quarter of the following year.

However, the aggregated quarterly results up to the end of Q4 2019 are generally encouraging ([Appendix 1](#)). With the caveat that the full year results might provide a different view, it appears that most indicators are showing improvement since 2018 and in many cases are showing the most positive response since the start of the previous strategy (2016).

However, it is discouraging that there may be a decrease in victim satisfaction, which had been improving continuously. Many of the indicators reflect respondents' perceptions, which might be more affected by external factors like media reporting. It could be assumed that victim satisfaction is based on actual experience of the Garda Síochána and the criminal justice system rather than just perception of it. It could also be argued that victims are most in need of being 'kept safe'. The Authority has a strong interest in this area and has commissioned research to examine victim experience, which it expects to conclude in 2020.

In previous reports the Authority had commented on the number of 'don't know' responses in the Survey and the risk that this might be a cause for concern. The Garda Síochána is undertaking a qualitative review of these responses and the Authority looks forward to its results. The Authority also notes, with interest, that the size of the survey is being increased in 2020 in order to enable results to be produced at a divisional level. This will assist the Garda Síochána with benchmarking and identifying areas with good practice to roll out across the country.

As well as measuring how safe people *feel*, it is important to have an indication of how safe people *are*. The Garda Síochána has changed how it reports on incidents and detection of crime during the year and, after some delays, has now produced its new reports ([Appendix 1](#)).

Incidents of crime are now being reported as rates per 100,000, which is intended to enable international comparison. The different crime recording rules in other jurisdictions may make direct comparison difficult, but if the Garda Síochána can provide the same data at divisional level this would be of benefit in profiling crime across the country. Detection of crime is now being reported as a percentage rate, based on the percentage of crimes detected over the previous 12 months (total detections / total incidents over a rolling 12 month period). For both incidents and detections, the Garda Síochána is reporting on the trend rather than a simple comparison of this year versus last year.

The results are not encouraging. Incidents of crime are either increasing or stable, and detection rates are decreasing across all 'offender accountability' categories. Detections of key lifesaver offences appear to have improved somewhat, but delays in recording caused by paper-based systems mean that it is not possible to monitor figures and trends. Latest figures, issued substantially after the year end, indicate that there have been some increases, but not across all categories. After several years of improvement, road deaths have increased slightly; serious injuries have also risen.

There were also a number of numeric non-crime targets set for 2019 by the Garda Síochána that were intended to drive performance improvements, for example in interactions with victims. All of those targets were missed, despite apparently having been set at levels previously achieved by the Garda Síochána, and despite being targets related to internal processes.

The difficulty for the Authority is that it is hard to see how the results generated in the year link to all the activity and investment that the Authority knows has taken place. It is also difficult to see how the Garda Síochána can make the argument that people are as safe, or safer, at the end of 2019 than they were at the end of 2018. At the moment it seems that the most the Garda Síochána can point to is its inputs rather than its outputs or outcomes. There are more Divisional Protective Services Units, there

is more internal accountability, there is a detections plan and an assaults strategy, but there are not yet any results. This has been discussed with the Garda Síochána and in some categories it is expected that there will not be measurable results for at least a year. It is even the case, for example with the Assaults Strategy, that increased enforcement and a pro-arrest policy are expected to increase the numbers of offences before they decrease.

The question for the Garda Síochána is, in the absence of an observable, positive impact on the indicators it has chosen to measure, how it can know whether its activities are effective? If this cannot be explained, there is a risk that falling detection figures and rising or maintained crime levels could have an impact on public confidence. If this cannot be demonstrated, there is a more fundamental risk that activities and investment are not being directed towards the *“things that matter to people in this community”*.

4. Conclusions

2020 will not be easy for the Garda Síochána. It is in the second year of its new Strategy and the second year of a challenging reform programme, which is also the fifth year since it started on the initial journey of reform brought about by government decision. The 2019 Policing Plan included many initial, developmental phases of longer term initiatives that will continue for a number of years. From 2020, those initiatives will move into more active phases, where results are further outside the control of the Garda Síochána. The Authority recognises that the continuous pressure for change can be wearing on those asked to deliver it. This can only be expected to increase with the added pressure to see implementation, delivery and results.

The largest internal challenge will be the delivery of the Operating Model, which has the potential to have a pervasive, and positive disruptive effect on the Garda Síochána. This will require careful management and communication in order to develop and maintain support and impetus. The Authority has been briefed on the considerable work underway to implement the model.

This is also expected to be a year of external challenge. External challenges will also exist in terms of continuing to respond to crime and any additional security and policing requirements arising from Brexit. The strategic assessment of those challenges and a prioritisation by the organisation of the responses required will be important. The assessment and ongoing response should be informed by, and based on, an evidence and data driven approach.

The Garda Síochána will have to balance all of this against its available resources and to think and plan creatively/differently. Already there is evidence that the Operating Model is focusing on capability rather than resources, and this is a very different way of looking at how an effective service can be delivered with what the organisation currently has.

The Authority needs to see evidence that the Garda Síochána is taking its concerns seriously. At a minimum in 2020, it expects to receive:

- a quantification of the resources required by the Policing Plan 2020, setting out the availability of funding;
- a robust, evidence-informed review of the effectiveness of the current approach to detections, as discussed with the Policing Strategy and Performance Committee;
- a submission to support the Authority's advice to the Minister on the adequacy of resources, containing a clear indication of capital requirements, timescale, prioritisation, cost and available funds;
- a comprehensive plan for assessing and addressing the condition of the Garda Estate; and,
- an agreed roadmap, with indicative cost and milestones, for the implementation of Enterprise Resource Planning systems.

Appendices

Appendix 1: Numeric Targets

Public Attitude Survey indicators

Table 1: Public Attitudes Survey targets included in the Policing Plan			
Performance Indicator	Full Year 2018	YTD Q4 2019	Direction
The Garda Síochána listens to the concerns of local people	70%	75%	↑
Medium or high levels of trust in the Garda Síochána	90%	91%	↑
The Garda Síochána treats everyone fairly, regardless of who they are	65%	71%	↑
The Garda Síochána is well managed	39%	49%	↑
Fear of crime has no impact on quality of life	64%	65%	↑
Garda visibility: aware of Garda patrols in the local area	38%	39%	↑
The Garda Síochána is effective in tackling crime	57%	62%	↑
The Garda Síochána is community focussed	66%	67%	↑
Satisfied with the service provided to local communities	74%	75%	↑
Victims of crime are very or quite satisfied with how the Garda Síochána handled their case	63%	60%	↓
Crime is a very serious or serious problem locally	19%	19%	=
The Garda Síochána does not deal with things that matter in the community	34%	30%	↓

Table 2: Public Attitudes Survey targets included in the Policing Plan – longer term view				
Performance Indicator	Full Year 2016	Full Year 2017	Full Year 2018	YTD Q4 2019
The Garda Síochána listens to the concerns of local people	N/A	N/A	70%	75%
Medium or high levels of trust in the Garda Síochána	89%	89%	90%	91%
The Garda Síochána treats everyone fairly, regardless of who they are	N/A	68%	65%	71%
The Garda Síochána is well managed	42%	38%	39%	49%
Fear of crime has no impact on quality of life	62%	70%	64%	65%
Garda visibility: aware of Garda patrols in the local area	33%	36%	38%	39%
The Garda Síochána is effective in tackling crime	50%	55%	57%	62%
The Garda Síochána is community focussed	61%	64%	66%	67%
Satisfied with the service provided to local communities	67%	71%	74%	75%
Victims of crime are very or quite satisfied with how the Garda Síochána handled their case	57%	58%	63%	60%
Crime is a very serious or serious problem locally	23%	20%	19%	19%
The Garda Síochána does not deal with things that matter in the community	N/A	N/A	34%	30%

Trend targets included in the Policing Plan

Table 3: Trend targets included in the Policing Plan			
Area /Type	Target	Result (Trend)	RAG Status
Public Safety and Demand			
Crimes Against the Person ¹	Reduced number of incidents per 100,000 persons	Increasing	Red
Crimes Against Property ²	Reduced number of incidents per 100,000 persons	Stable	Yellow
Sexual Offences	Increased number of incidents of sexual offences reported per 100,000 persons	Stable	Yellow
Offender Accountability			
Crimes against the Person ¹	Increased % of offences completed as detected	Decreasing	Red
Crimes against Property ²	Increased % of offences completed as detected	Decreasing	Red
Drugs Detections	Increased % of sale or supply of drugs incidents completed as detected	Decreasing	Red
Sexual Offences	Increased % of sexual offences completed as detected	Decreasing	Red
Roads Policing			
Life Saver Offence Detections ³	Increased number of life saver offences	Increased ⁴	Green
MIT Breath Tests conducted	Increased number of tests performed at MAT/MIT checkpoints	Stable	Yellow
Road Safety	Reduced numbers of Road Deaths	Stable	Yellow
	Reduced numbers of Serious Injuries	Stable	Yellow
Victim Engagement			
Increase the average recorded victim contacts per complete Incident	Increased number of victim contacts per incident	Stable	Yellow
	Increased number of 'in-person' contacts to be made with identified victims of domestic abuse within 7 days	Increasing	Green
Data Quality Related Activity			
Increase the percentage of Incidents reviewed on time	Increased number of incidents that do not require additional information, re-categorisation or supervisory attention	Decreasing	Red

1. Homicide offences; Attempts or threats to murder, assaults, harassments and related offences; Endangerment with potential for serious harm/death.
2. Robbery, extortion and hijacking offences; Burglary and related offences; Theft and related offences
3. Intercept speeding Offences; Driving with Intoxicant offences; Seatbelt offences; Mobile Phone offences.
4. It was not possible to determine trend from the reporting provided, but the numbers of lifesaver offences had increased compared against 2018 (although not across all categories, see [Appendix 2, Target 37](#)).

Appendix 2: Assessment of Policing Plan Targets

There are 103 initiatives in the Policing Plan 2019. The following pages set out each initiative, providing a description of what it is and the target to be achieved in 2019. This is followed by a description of the progress made as reported by the Garda Síochána and then the Authority's assessment as to degree to which the initiative was achieved in 2019.

Each table also contains the 'Strategic Objective 2019 – 2021' which is the overarching objective that the Garda Síochána has set for the period 2019-2021 for this area of work, e.g. Community Policing.

Community Policing	
Strategic Objective 2019 – 2021	
<p>Agree, communicate, resource and implement a new approach to community policing:</p> <ul style="list-style-type: none"> • Agree, implement and evaluate a community policing framework, through which a visible, responsive problem solving approach to service provision can be delivered (1.1); and • Engage with communities and stakeholders, listening to and understanding their policing needs and working in partnership to address them (1.2). 	
Establishing structures, as prescribed in a new Community Policing framework, to enhance our capacity to provide a responsive partnership approach to community policing	
	<p>Target 1</p> <p>Reviewing current community policing and community partnerships (Q2), developing a new approach (Q3) for implementation (Q4)</p>
Description	
<p>The Garda Síochána is aiming to improve the policing service delivered in communities by developing a 'Community Policing Framework', which set out how the Garda Síochána will engage with the community, including diverse and minority groups. It also sets out how the new approach will be supported by new structures, improved analysis of local crime and improved training for Community Policing members.</p>	
Progress	
<p>The New Community Policing Framework was developed during the year. It is based on 6 principles: engagement with communities; information-led community policing; delivering a responsive policing service; policing by partnership; developing and supporting our people; and, an ethical and human rights based community policing service.</p> <p>The framework is being piloted with the Divisional Model as part of the new Operating Model; training has been developed and is being rolled out.</p> <p>It was also reported a review of community partnership was developed and submitted Senior Leadership.</p>	
Assessment	Achieved
<p>The Authority has been persistent in its requests for the Garda Síochána to reach and articulate a settled view on its approach to Community Policing. The publication of the Community Policing Framework is therefore welcome. It will now guide the roll-out of community policing within the new Operational Model and this will test the degree to which the framework delivers a responsive, community oriented service to the public.</p> <p>The development of a specific training programme to support a specialist community policing role is also welcome. However, the Authority is of the view that the public would benefit from elements of this training becoming part of the training for all Garda members, not simply community policing specialists.</p> <p>The Authority has not yet had the opportunity to consider the review of community partnerships and will return to this in 2020.</p>	

Identifying the needs of vulnerable stakeholders and establishing a roadmap to ensure our services are accessible to all

	<p>Target 2 Publication of a revised Diversity & Integration Strategy (Q2), with implementation plan (Q3) for implementation (Q4)</p>
<p>Description The Diversity & Integration Strategy sets out how the Garda Síochána will engage with members of minority groups and diverse backgrounds. It includes five themes: Protecting the Community, Data, Our People, Partnership and Communication</p>	
<p>Progress The Strategy has been developed and launched. The implementation plan was developed following a consultation event with stakeholders in December.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>It is important that the Garda Síochána has developed its strategy on diversity. The Strategy is primarily focussed on external diversity, i.e. how the Garda Síochána interacts with diverse and minority communities. The Garda Síochána has indicated that another strategy is being developed that will look at the Garda Síochána's internal diversity, i.e. how it attracts, recruits and subsequently supports future Garda members and staff from diverse and minority backgrounds. The Authority is not convinced that these two elements can be neatly separated as it is important that a policing service reflects the composition of the public it serves. The Garda Síochána should ensure that the internal diversity strategy is completed as soon as possible to ensure that the two strategies work in parallel.</p>	
<p>Supporting a harm reduction strategy as outlined in the National Drug Strategy 2017 – 2025 (3)</p>	
	<p>Target 3 Providing a quarterly update on performance against National Drugs Strategy goals</p>
<p>Description The National Drugs Strategy 2017-2025 sets out the Government response to drugs in Ireland. The Garda Síochána is the lead agency under the Strategy for four goals:</p> <ul style="list-style-type: none"> • Invest in capacity building measures to support the role of law enforcement authorities in monitoring drug markets, new drug markets, and the surface and dark web; • Consider the case for the use of Community Impact Statements with the Criminal Justice System in Ireland; • Build on achievements of local policing for a in providing and maintaining relationships between AGS and the local communities; and • Carry out evaluation of the Drug Relater Intimidation Reporting Programme to strengthen its effectiveness and raise public awareness. 	
<p>Progress The Authority has received regular updates every quarter of actions being taken under these goals.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>Updates on performance against this Strategy have and will continue to be shared with the Authority in 2020. An in-depth review of the progress against the National Drugs Strategy is scheduled for Q1 2020.</p>	

Protecting People	
Organisational Objective 2019 – 2021	
Protecting people from crime and keeping people safe on our roads: <ul style="list-style-type: none"> • Enhance our strategic crime management and coordination capacity, leveraging our improving data to enhance information-enabled policing (2.1); • Reduce crime and the fear of crime through multi-agency diversion activities, providing crime prevention advice and responding to evolving threats (2.2); • Confront those involved in organised crime, working with partner agencies to deprive criminals of the proceeds of crime (2.3); • Improve our investigative response to crime including our forensic capacity, developing standards to ensure an appropriate response to all crime incidents (2.4); • Provide victim-focussed services, establishing a network of Divisional Protective Services Units to ensure crimes against the most vulnerable are prioritised (2.5); and • Contribute to the Government Road Safety Strategy, working in partnership on education and targeting enforcement activities to reduce deaths and serious injuries (2.6). 	
Implementing a crime management model to ensure a cohesive response to evolving crime threats	
Target 4	Establishing a dedicated national tasking and co-ordination function, supported by units in each region (Q3)
Description	
The National Tasking and Coordination Function will help the Garda Síochána ensure that there is a strategic and cohesive response to crime across the country through the centralised, specialist planning and allocation of resources.	
Progress	
<p>During 2019 the Garda Síochána commenced establishment of a national tasking and coordination function. This will be supported by regional tasking and coordination units as contained in the National Intelligence Model. Standard Operating Procedures in respect of the Regional Coordination & Tasking Units has been circulated. The Assistant Commissioner Security & Intelligence will oversee further implementation. The consolidation of the national Coordination and Tasking Functions, in line with the Operating Model roll-out will be continued as per the 2020 National Plan.</p> <p>The National Intelligence Model is an intelligence led business model which promotes a co-operative approach to policing and many of the solutions to problems which will require the participation of other agencies and bodies. It is applicable to all policing activities and enables decision makers to understand and anticipate risks and threats across the public safety domain while promoting standardised intelligence led proactivity.</p>	
Assessment	Achieved
The Garda Síochána has developed a national tasking and coordination function and has clarified the purpose, role and responsibilities at local, regional and national level. This function has been developed to work within the new Operating model. The Authority had experienced a lack of consistency in the work being undertaken by the three regional units, however the finalisation of the model provides a clear template against which these units will work. The Authority will engage on this topic in 2020 to ascertain the effectiveness of its roll-out.	

Expanding our analytical capacity, providing the systems required for our analysts to effectively support information led policing at both national and local levels

	<p>Target 5 Recruiting analysts to support policing at divisional and national levels (Q4)</p>
<p>Description Analysts in the Garda Síochána are responsible for providing analytical support to the Garda organisation at a national and sub-national level. The organisation is currently engaging in recruitment of analysts to improve capacity in the analysis service (GSAS).</p>	
<p>Progress 20 analysts were appointed during the year across two grades; 17 of there were appointed from outside the organisation. This represents a substantial increase in the number of analysts in the organisation</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority has expressed consistent support for the recruitment of additional analysts within the Garda Síochána and has noted the increasing reliance at senior levels on analysis and an increased appreciation of its value.</p> <p>Many of the strategies that have been developed during 2019 ex. Assaults Strategy, Community Policing Framework, include a role for the analysis service. It will be important that the organisation keeps under review the degree to which GSAS has the capacity to support all of the organisation’s analytical needs and the commitments given to include its analytical capacity in a range of areas, including business analysis, forensic computer analysis, and more.</p>	
<p><i>Develop our capacity to respond to cyber and computer related crime</i></p>	
	<p>Target 6 Establishing 3 Regional Cyber Crime Units (Q4)</p>
<p>Description Cyber Crime, including the investigation of materials on IT devices, is currently dealt with by the Garda National Cyber Crime Bureau in the Dublin Metropolitan Region. This project will establish a satellite unit to supplement these operations in each of the other three regions.</p>	
<p>Progress Works have been undertaken to prepare the accommodation for two Cyber Crime Units (Mullingar, Wexford) however the works were not complete by year end and there had not been a competition to assign staff to those units.</p>	
<p>Assessment</p>	
<p>Not achieved</p>	
<p>The Authority has kept this area under regular review throughout 2019 as it had been expected these units would be established under the 2018 Policing Plan. There has been considerable discussion about the difficulties encountered relating to IT, staff and accommodation in relation to these and other units committed to in the plan.</p> <p>There is need to build up Cyber Crime capability across the organisation as this is increasingly a feature of modern crime, rather than a specialist area. The Authority has been told that a competition for these units is expected early in 2020, and will keep this under review.</p>	

<i>Developing our capacity to identify evolving cybercrime threat and respond effectively</i>	
	<p>Target 7 Establishing a Criminal Intelligence function (Q3)</p>
<p>Description The Criminal Intelligence Officer will allow for the increased capacity of the Garda Síochána to identify and develop responses to emerging threats and challenges in the cybercrime field.</p>	
<p>Progress Although this role was covered on a part time, temporary basis for part of the year by the year end there had not been an appointment to the role.</p>	
<p>Assessment</p>	
<p>Not achieved</p>	
<p>The appointment was not made despite this having been reported as a risk in both 2018 and 2019.</p>	
<i>Enhancing our crime prevention capacity, through implementation of our Crime Prevention & Reduction Strategy</i>	
	<p>Target 8 Reviewing and reporting on implementation of the 2017 Crime Prevention & Reduction Strategy (Q3), making recommendations for further implementation</p>
<p>Description This 2017 strategy identified actions for the Garda Síochána to combat both crime and the fear of crime in Ireland at national and sub-national levels. This review serves to assess progress and make recommendations on the next steps to tackle crime and the fear of crime.</p>	
<p>Progress The 2017 Strategy has been reviewed and proposals made to senior leadership on how to address all the recommendations in that Strategy (e.g. continuation, modification, completion). A new Strategy is being developed.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority looks forward to receiving the new Strategy and understanding how it builds on the outcomes of the Review process to ensure a subsequent strategy benefits from this learning</p>	
<i>Implementing a strategy to reduce the incidents of assaults</i>	
	<p>Target 9 Publishing (Q3) and implementing (Q4) an assault reduction strategy (multi-year project)</p>
<p>Description The Assaults in Public Reduction Strategy 2019 – 2021 sets out measures to address assaults in public places. It emphasises a pro-arrest, early investigation, proactive, and high-visibility approach to assault reduction with a particular focus on prevention, education and awareness.</p>	
<p>Progress The Assaults Strategy was developed and put into action through Operation Soteria in Q4.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority welcomed the publication of the assaults strategy having expressed concern over the past number of years at the rise in the number of assaults incidents. The Authority has questioned, and will continue to question, the degree to which the Strategy implementation and effectiveness is informed and assessed with reference to relevant crime data and information.</p>	

	<p>Target 10 Develop and implement the capacity to disaggregate the incidents of domestic assault from the general number of assaults incidents (Q3)</p>
<p>Description The Garda Síochána is developing a mechanism by which it will be able to identify, with greater ease, the number of assault incidents that are specifically incidents of domestic assault. This will allow for greater intelligence and monitoring of domestic assault.</p>	
<p>Progress The technical capacity to disaggregate domestic assaults incidents exists via an electronic flag on the PULSE system. The Authority understands that the difficulty with reporting disaggregated results was due to the flag not being applied correctly. Work was undertaken during the year to sample PULSE records to review the extent to which the flag was not being used, and to correct this.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The initiative was achieved and the Garda Síochána has committed to reporting disaggregated data from January 2020. The Authority will keep this under review in 2020.</p>	
<p><i>Implement the recommendations of the Youth Referral Examination 2017 – 2019 (Multi-Year project)</i></p>	
	<p>Target 11 Establishing a Garda National Bureau of Child Diversion (Q1) and ongoing implementation of the Youth Referral Examination recommendations</p>
<p>Description The establishment of a Garda National of Child Diversion will see a centralisation of responsibility for the performance of all child related actions within the organisation, including the setting of strategy, operations and training.</p>	
<p>Progress The Bureau of Youth Diversion has been established and is operational. The implementation of recommendations from the Youth Referral Examination is a multi-year project and a large number of 2019 targets can be verified as being achieved. The implementation plan has milestones leading up to 2022. However, the vast majority are scheduled to be completed by the end of 2020.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority is still awaiting supporting information to assess the degree of completion of some of these targets. As of year-end the unit has not reached the levels of resourcing anticipated by the Garda Síochána. The risks presented by the Garda Síochána regarding the future achievement of recommendations in the context of delays to recruitment of staff will kept under review.</p>	
<p><i>Implement the recommendations of the Youth Referral Examination 2017 – 2019 (Multi-Year project)</i></p>	
	<p>Target 12 Completion of an on-line Youth Diversion e-learning course by 70% of operational Garda members (Q4)</p>
<p>Description This e-learning course is a multi-year initiative where training is being delivered to all operational (frontline) members across the Garda Síochána. It will provide them with key knowledge and skills concerning the Garda Youth Diversion Projects.</p>	
<p>Progress 9,487 Garda members were trained via e-learning course during the year. This significantly exceeds the original target of 8,300 (70% of operational Garda members). All Garda members achieved 100% in the course.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The target was significantly exceeded and the use of online represented a welcome diversification of the methods used to deliver training in the organisation.</p>	

Establish a structure and the policies to enhance capacity to engage in effective offender management	
	<p>Target 13 Establishing a National Offender Recidivism Unit with oversight and responsibility for J-ARC & SAOR (Q4)</p>
<p>Description The creation of a central unit that will allow for consistency and integration of programmes and strategies concerning offender management. This includes JARC, which is a collaborative response to managing recidivist offenders developed with the Probation and Prison Services, and SAOR (the related internal Garda strategy).</p>	
<p>Progress The Unit was established during the year but is currently staffed with only one Sergeant.</p>	
<p>Assessment</p>	
Partially achieved	
<p>The establishment of a Unit is its first step, however staffing issues will limit its effectiveness.</p>	
Develop an assessment tool for the selecting of OCG targets	
	<p>Target 14 Completing the OCG Threat Assessment Matrix (Q3) and commencing use of same (Q4)</p>
<p>Description This tool will help An Garda Síochána to measure and monitor the evolving threats that criminal gangs pose to the public and to deal more effectively with threats before they can escalate.</p>	
<p>Progress In 2019 An Garda Síochána developed the Organised Crime Gang Threat Assessment Matrix. Implementation of the Organised Crime Gang Threat Assessment Matrix has commenced in the Eastern Region. The National (<i>or Regional or Divisional</i>) Strategic Threat Assessment recommends the criminal activities and criminal actors to be prioritised for policing focus based on a crime intelligence and criminal intelligence focused on the community harms resulting from criminal activities and criminal actors activities. Community harm is the key criterion for establishing policy priorities. The assessment of the harm should be carried out in a systematic, transparent and open-minded manner in order to meet the expectations of the community we keep safe.</p>	
<p>Authority view</p>	
Achieved	
<p>The OCG Threat Assessment Matrix has been developed and is being rolled out nationally. It will provide a consistent means by which the organisation informs its assessment of risk and deployment of resources in this area of policing.</p>	
Continuing to target the organised crime groups harming communities through violence and the sale and supply of drugs	
	<p>Target 15 Quarterly reporting on our success in targeting organised crime gangs, emerging threats and challenges</p>
<p>Description In order to keep the Policing Authority informed with updates and developments in relation to the activities of the Garda Síochána in their targeting of organised crime gangs the Assistant Commissioner for Special Crime Operations provides a verbal update every 3 months.</p>	
<p>Progress Reporting was provided every quarter in 2019.</p>	
<p>Assessment</p>	
Achieved	
<p>Quarterly reporting has been provided and will continue into 2020.</p>	

<i>Enhance our capacity to identify and deprive criminals of illegally obtained assets</i>	
	<p>Target 16 Delivering an awareness campaign for Garda members in conjunction with the Criminal Assets Bureau (Q2)</p>
<p>Description The Criminal Assets Bureau is an independent body with a statutory remit to carry out investigations into the suspected proceeds of criminal conduct. They will work with the Garda Síochána to develop members understanding of their role and Garda input in their work.</p>	
<p>Progress The awareness campaign was delivered during the year.</p>	
<p>Assessment</p>	<p>Achieved</p>
<p>Complete</p>	
<i>Enhance our capacity to identify and deprive criminals of illegally obtained assets</i>	
	<p>Target 17 Expanding our GoAML functionality (anti-money laundering technology), through utilisation of 'Enterprise' software (Q4)</p>
<p>Description The GoAML system is an IT application used in UN member states to combat money laundering and terrorist financing. The Enterprise update will improve its ability to gather, store and analyse information used by the Financial Intelligence Unit who are responsible for financial crime.</p>	
<p>Progress During the year the Garda Síochána deployed a 'Linking and Merging' script which enables it to link persons, accounts and entities identified in Suspicious Transaction Reports.</p>	
<p>Assessment</p>	<p>Achieved</p>
<p>Complete</p>	
<i>Enhance our capacity to manage our response to crucial firearms incidents</i>	
	<p>Target 18 Enabling 24/7 Armed Response Unit capacity in each Garda region (Q4)</p>
<p>Description The Garda Síochána Armed Support Units (ASUs) are mobile response units based across all 4 regions that provide armed support when necessary to local Garda members. The organisation is increasing the capacity of the units to allow for 24/7 coverage across the country.</p>	
<p>Progress There has been a significant enhancement of the numbers of personnel assigned to the ASUs during the year in a number of locations. However, there is not yet sufficient personnel to allow 24/7 coverage in all regions. Negotiations are ongoing to identify if there are changes in working practices that would facilitate 24/7 coverage without additional personnel. Overtime is being used to supplement the hours to bring the ASUs to 24/7 coverage.</p>	
<p>Assessment</p>	<p>Partially achieved</p>
<p>The Authority welcomes the additional coverage that has been provided and the focus on ensuring that adequate support is provided to unarmed Gardaí.</p>	

<i>Enhancing the capacity of all operational divisions to undertake complex economic crime investigations</i>	
	<p>Target 19 Establish a GNECB Divisional Liaison Unit which will provide assistance across 28 Divisions on all reported economic crime (Q4)</p>
<p>Description The Garda National Economic Crime Bureau is seeking to enhance the support it offers to all Garda Divisions in their economic crime investigations by establishing a dedicated support unit. It will assess local ability to conduct such investigations and provide training and support.</p>	
<p>Progress The Divisional Liaison Unit has not yet been established as there has not yet been a competition to fill vacancies in the Economic Crime Bureau.</p>	
<p>Assessment</p>	
Not Achieved	
<p>As with the Cyber Crime regional units (Target 6), the Authority had expected the establishment of this Unit in 2018 however there have been persistent difficulties in securing resources. The Authority has been assured that a competition for these units is expected early in 2020, and will keep this under review.</p>	
<i>Leverage ICT and governance structures to enable better investigative outcomes</i>	
	<p>Target 20 Implementing Investigation Management System (IMS) Phase 1 (Q1) and deploying the system in the South-Eastern Region (Q3)</p>
<p>Description The Investigation Management System is a large scale IT project to provide the organisation with access to a system that automatically generates and tracks progress against specific tasks for certain crime types. It aims to improve tracking and accountability in investigations.</p>	
<p>Progress The target to roll the IMS system out to the South-Eastern Region was achieved by year end and consideration was being given to the next phase of roll-out in the context of the new operating model.</p>	
<p>Assessment</p>	
Achieved	
<p>The Authority welcomes the progress made to date although it understands that the roll-out has highlighted issues particularly with the change in the proposed use of this system from 'major investigations' to 'all investigations'. The phased approach to implementation has allowed the Garda Síochána the opportunity to identify and address these issues before further roll-out.</p> <p>The IMS was introduced to address governance deficiencies in investigations therefore standardisation is welcome to ensure consistent approaches. The IMS has also been cited as a critical component in success of the new operating model and as potentially contributing to an improvement in detections and as such, sufficient priority will need to be given to its further deployment across the new divisions.</p>	
	<p>Target 21 Commence exchange of biometric data via Prüm with two new states (Q3)</p>
<p>Description The Prüm framework and associated systems are an EU initiative to increase the sharing of data between law enforcement agencies. This initiative allows the Garda Síochána to increase their ability to exchange fingerprint and car registration data with member states.</p>	
<p>Progress The connection with the first member state was established in 2018 and it was expected that two more member states would be added in 2019. However, there have been unexpected technical difficulties with one of those states, which has delayed the connection. A fourth member state has been selected for 2020.</p>	
<p>Assessment</p>	
Partially achieved	
<p>This is a multi-actor initiative: some progress has been made but there are dependencies with other services and the connection with two member states was not achieved in the year.</p>	

	<p>Target 22 Completing development of the Schengen IT system (attain SIS technical readiness) (Q4)</p>
<p>Description The Schengen IT system will allow the Garda Síochána to communicate with other law enforcement agencies across Europe. These communications concern lost property, missing persons, wanted persons, and other limited categories to aid in policing and security operations.</p>	
<p>Progress A substantial amount of work was undertaken during the year to ensure that ‘technical readiness’ was achieved at year end.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The achievement of technical readiness is the culmination many months of work and it is welcome that Ireland is now ready to join its partners at a European level in this important initiative. The Authority recognises that there is still work to be done in 2020 before the project is ‘live’, and that this will require a substantial investment across the organisation in terms of training. The need to prioritise other initiatives around Schengen has been emphasised to the Authority as well as the impact that this will have both on IT and training capacity during the first part of the year. The Authority will be keeping this under review.</p>	
<p><i>Implement a uniform approach to investigation and governance and investigation standards in order to improve detection rates</i></p>	
	<p>Target 23 Integrating the detections improvement plan in all operational policing plans (Q2) and reviewing effectiveness of same (Q4)</p>
<p>Description The Garda Síochána’s Detections Improvement Plan provides an organisational roadmap to improve detection rates across all crime types. It is to become a central part of all operational plans throughout the organisation to ensure widespread, consistent improvements.</p>	
<p>Progress The Detections Improvement Plan was incorporated into divisional and operational policing plans during the year. Actions arising out of the Plan are being taken to improve detections and to improve the quality of the recording of detections.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>The Central Statistics Office recently released figures for the detection of crime, which it has not produced for a number of years as a result of the data quality issues identified with the underlying figures. This is a welcome endorsement of the improvements that have been made, recognising that there is still more improvement required before the CSO’s reservation over Garda Síochána statistics can be lifted. The Authority is also aware that improvements in detections are expected as the result of a number of initiatives and strategies across the organisation including the development of the Investigation Management System. However, the second part of the initiative, to ‘review effectiveness of same’ does not appear to have been carried out yet. The Authority’s view is that while it welcomes the actions that are aimed at improving detections, it is crucial that these actions generate results. Identifying strategies and plans that are not working is equally crucial, to ensure that resources are appropriately directed. This will be kept under review in 2020.</p>	

<i>Implement findings from the Homicide Review</i>	
	<p>Target 24 Develop a plan for the Implementation (Q2) and progress implementation</p>
<p>Description Following the completion of a review into issues concerning the misclassification of certain homicide cases, the Garda Síochána will provide a plan to correct any issues found and begin to put into place recommended improvements across necessary policy and practice areas.</p>	
<p>Progress The remaining reports of the Homicide Investigation Review Team were issued during the year, including a final report that compiled the issues and recommendations across all five reports into the individual investigations. An implementation plan has been developed and some actions were prioritised and have already been completed in 2019.</p>	
Assessment	Achieved
<p>The Authority has explored the issues identified in each of the reports as they have been released, in both public and private meetings with the Garda Commissioner. The Authority provided a commentary on the final report in December 2019 setting out its view that the implementation of the recommendations arising from the review process must be completed.</p> <p>The Authority has commented favourably on the rigour of the approach taken and the candour of the final report and welcomes the priority given to resolving a number of the issues. The Authority will monitor and oversee implementation during 2020.</p>	
<i>Supporting implementation of the COSC Second National Strategy on Domestic, Sexual and Gender Based Violence 2016 – 2021 in collaboration with partner agencies</i>	
	<p>Target 25 Ensuring all divisions have access to a Divisional Protective Services Unit (Q4)</p>
<p>Description The establishment of Divisional Protective Services Units (DPSUs) will provide each Division with access to a dedicated team of specialist officers trained to respond to certain crime types. These include sexual crime, domestic abuse, human trafficking, and child abuse.</p>	
<p>Progress 11 DPSUs were established during 2019:</p> <ul style="list-style-type: none"> • January 2019 – Galway, Limerick, Kerry, Waterford, Kilkenny/Carlow, DMR South Central. • October 30th 2019 – DMR South, DMR East, Tipperary • December 30th 2019 – Wicklow and Cork West were the most recent Divisions to come in to effect on 30/12/2019, with an allocation of 1 Sergeant and 5 Gardaí (Wicklow), and 1 Sergeant and 3 Gardaí (Cork West). <p>This brings the number of operational DPSUs to 15</p>	
Assessment	Partially achieved
<p>The Authority has welcomed the development of the DPSUs and has received positive feedback from stakeholders about the improved service that has been provided in many cases. A number of the units were established in 2018 but consolidated in 2019. It will be important to build on the success of the DPSUs by ensuring that they are available and providing a consistent service throughout the country.</p>	

	<p>Target 26 Report trends over time in the detection of sexual assault with a view to Increasing the detection of sexual assault by 2% during 2019</p>
<p>Description At the end of 2018 the Garda Síochána reported 490 detections of sexual crime. A 2% increase is a target of 500 detections for 2019.</p>	
<p>Progress At the end of 2019 the Garda Síochána reported 535 detections of sexual crime, an increase of 9%.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The increase in the numbers of detections of sexual crime is welcomed. However, other reporting from the Garda Síochána indicates that the detection <i>rates</i> for sexual crime are continuing to fall. This may be inevitable if increased reporting (a separate target – Appendix 1) outstrips the increase in detections. The CSO’s analysis of detections produced in December 2019 also showed that sexual crimes take the longest time to detect, which would also have an impact. The Authority will keep this under review in 2020.</p>	
	<p>Target 27 Finalising a Garda Síochána /TUSLA Information Sharing Protocol (Q1).</p>
<p>Description The Garda Síochána works with Tusla to carry out assessments and investigations into suspected cases of child abuse. This protocol will set out the conditions around the sharing of information in line with GDPR.</p>	
<p>Progress Negotiations between the Garda Síochána and Tusla on the Information Sharing Protocol are ongoing.</p>	
<p>Assessment</p>	
<p>Not achieved</p>	
<p>The Authority will keep this under review.</p>	
	<p>Target 28 Reviewing the Garda Síochána /TUSLA Joint Working Protocol (Q2)</p>
<p>Description The Garda Síochána works in conjunction with Tusla in carrying out assessments and investigations into suspected cases of child abuse. This protocol document will set out the roles of both organisations in these cases and outline how they cooperate fulfil these in accordance with Children First Act 2015.</p>	
<p>Progress The review of the Joint Working Protocol was completed in June and submitted to the National Child Safeguarding Liaison Committee.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>An initial review has been completed.</p>	
	<p>Target 29 Finalising (Q3) and implementing (Q4) a domestic abuse risk assessment tool</p>
<p>Description The Domestic Risk Assessment Tool is a model that will allow members to undertake an assessment of risk to potential or suspected victims of domestic abuse and where necessary intervene or otherwise respond. It will be delivered to members through training courses.</p>	
<p>Progress The risk assessment tool was completed in December, following a lengthy process of academic evaluation and consultation. A training module was developed, which will start to be delivered from January 2020. It is also understood that this tool will form part of the Garda Síochána’s core training from 2020.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>The Authority welcomes the development of this tool, which it has been monitoring for some time. The value of this tool will be in its implementation, therefore the Authority will keep this under review in 2020.</p>	

Implementing provisions of the Victims Act	
	<p>Target 30 Updating victim information documents (Q2), developing a set of victims KPI's by end Q4 for implementation in 2020</p>
<p>Description To increase the quality of the service provided to victims of crime the Garda Síochána will update the existing documents that are supplied to them. In addition they will identify a number of key indicators that will allow them to measure progress in improving that service in 2020.</p>	
<p>Progress Victim information documents were updated during the year and were made available on the Garda Síochána website, on the internal website, and a hard copy equivalent document was also produced for members to distribute as necessary. However, victim KPIs have not yet been finalised and an IT solution to measure those KPIs has not been put in place.</p>	
<p>Assessment</p>	
Partially achieved	
<p>The Authority welcomes the publication of revised victim information, which was a Policing Plan objective in 2018 as well as 2019. The Authority will be interested to learn in 2020 how the use of the website by victims is being tracked, and how the Garda Síochána plans to evaluate its effectiveness. However, it is disappointing that the enhanced victim KPIs have not yet been developed as there have been substantial changes in the services delivered to victims by the Garda Síochána since the commencement of the Victims of Crime Act. It is important that the Garda Síochána can measure and evaluate the effectiveness of the changes in its process, in order to ensure that there are tangible improvements in victims' experiences.</p>	
	<p>Target 31 Developing proposal for measuring call backs to victims of crime on conclusion of investigation (Q2) for implementation in Q4</p>
<p>Description The Garda Síochána will establish a method through which they can assess if victims of crime are receiving follow-up from investigating members or victim liaison officers at the end of investigations. An accurate measurement of this will help ensure consistent service to victims.</p>	
<p>Progress During the process of developing a proposal for undertaking call backs to all victims of crime the Garda Síochána has come to the conclusion that it is not possible to undertake call backs in each and every case. It was reported that there were approximately 129,000 victims of PULSE, which would require significant resources if all victims received a direct call-back. It has also been suggested that many victims may not require a call-back and may be satisfied with the current, relatively new process to issue a letter at the conclusion of many cases. It has been decided that proposals will concentrate call-backs on victims of harm and/or vulnerable victims. This also links with the initiative for call-backs to victims of domestic abuse (Target 34).</p>	
<p>Assessment</p>	
Not achieved	
<p>The Authority understands the challenges involved in the original approach and it will keep this area under review to ensure that an appropriate approach is developed, adopted, and that compliance is monitored in 2020.</p>	

	<p>Target 32 Establish a baseline for incidents of ‘coercive control’ in 2019</p>
<p>Description The Domestic Violence Act 2018 introduced coercive control – psychological abuse in an intimate relationship causing fear, alarm or distress – as an offence. The Garda Síochána will determine the number of 2019 incidents to measure future reporting against.</p>	
<p>Progress The Garda Síochána started recording coercive control during the year. 22 incidents were recorded.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Garda Síochána has developed its first baseline for coercive control. The Authority understands that this figure is expected to increase for 2020 as the nature of coercive control is that it takes time to establish a pattern of behaviour and there was no ability to apply the definition to incidents that had taken place before 2019. The Authority will keep this under review, particularly where incidents lead to detection.</p>	
<p><i>Developing our capacity to identify, record and respond to hate crime</i></p>	
	<p>Target 33 Publishing our Hate Crime policy and procedure (Q3)</p>
<p>Description The Hate Crime policy and procedure will set out the Garda Síochána approach to all incidents that are deemed to have a motive based on hostility or prejudice towards people based on age, disability, race, colour, nationality, ethnicity, religion, sexual orientation or gender.</p>	
<p>Progress Part of developing the Hate Crime policy and procedure was to develop an agreed definition of ‘Hate Crime’ for the Garda Síochána. This was developed and included within the Diversity and Integration Strategy. It has been reported that guidelines have also been developed, but these have not yet been approved.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>The Authority has focussed on the area of diversity and hate crime for some time. A public engagement on this topic took place in mid-2018, at which the Authority was assured that these gaps in definition and policy would be addressed. Although setting out a definition is welcome, it is important that procedures are developed so that the Garda Síochána can assess, monitor and improve its service to victims of hate crime.</p>	
<p><i>Implementing provisions of the Victims Act</i></p>	
	<p>Target 34 ‘In-person’ contact entries will be made within 7 days in the Victim Engagement screen of the identified victims of domestic abuse in 40% cases (2018 baseline) Q4</p>
<p>Description Garda Síochána policy places a duty on members to call back to people reported as a victim of domestic abuse and speak to them face-to-face. The organisation wants to ensure that 40% of these call-backs are made within 7 days and accurately recorded on the PULSE system.</p>	
<p>Progress By December, in-person call-backs were made in over 36% of cases. Although the target was not met, there has been sustained, significant improvement since 2017, and a 15%+ increase over 2019. Difficulties in reaching the target have been the focus of attention at senior levels. Two issues were identified: inaccurate recording of call-backs on PULSE, and some difficulties in making call-backs in person. This has resulted in re-consideration of the ‘in person’ aspect of call-backs, which might not be safe for the victim in every case.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>Although the target was missed, the degree of improvement is welcome. More importantly, however, this has been an instructive exercise for the Garda Síochána in engaging with a metric to ensure that the reasons behind performance are understood. Instead of simply focussing on achieving the target, consideration has been given to the appropriateness of the operational activity. This demonstrates a positive approach to the use of data that the Authority welcomes.</p>	

	<p>Target 35 We will increase the proportion of complete victim assessments which are made within 3 days of reporting by 7% to 85%</p>
<p>Description Investigating Garda members complete assessments to ensure that any assistance that can be provided by the Garda Síochána to victims during investigations or trials is provided. This can relate to accessibility, language, protection, and more.</p>	
<p>Progress At the end of the year 81% of assessments were completed on time: increase of approximately 3%.</p>	
<p>Assessment</p>	
<p>Not achieved</p>	
<p>The Authority understands that the target was based on achieving a rate of completion that had been achieved by the Garda Síochána previously. The Authority also notes that the achievement of this target rests on the Garda Síochána ensuring compliance with its own internal processes, with no external dependencies.</p>	
	<p>Target 36 We will reduce the number of missing person incidents with status of review/clarification to no more than 60 per region Q4</p>
<p>Description The Garda Síochána has identified that there is a high number of missing person incidents that require review or clarification before they can be closed.</p>	
<p>Progress It had been expected that this initiative would involve a campaign within the regions to encourage supervisors to ensure that these incidents were reviewed, and to support improvements in the review process. However, it was discovered during the year that an amendment to PULSE would be required in order to manage historic reviews. The high number of PULSE amendments required across the organisation to support operations and initiatives means that there is a queuing system for these types of requests. At various points during the year it was stated to the Authority that the queue was 18 months long. This initiative cannot make progress without the change therefore it cannot be completed until 2020.</p>	
<p>Authority view</p>	
<p>Not achieved</p>	
<p>Deferred until 2020.</p>	
<p><i>Supporting the Government Road Safety Strategy through targeted enforcement</i></p>	
	<p>Target 37 An increase in key lifesaver offence detections</p>
<p>Description Key lifesaver offences are speeding, driving under the influence of drink/drugs, seatbelt non-compliance and use of mobile phones. The Garda Síochána targets detections of these offences in order to reduce collisions, injuries and deaths on the roads.</p>	
<p>Progress Total 2019 detections for key lifesaver offences were higher than total 2018 detections, but this was not even across all offence categories. Over 50% of all key lifesaver offence detections are for speeding offences, which increased in 2019. The number of arrests for drink and drug driving also increased. However, mobile phone detections (approximately 25% of all key lifesaver offence detections) decreased, as did seat belt detections.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>The increase in key lifesaver offence detections is driven by the increase in speeding detections, which compensates for other decreases. The Garda Síochána's internal target was to increase detections against all categories therefore this has only been partially achieved.</p>	

	<p>Target 38 Implementing the Roads Policing Operations Plan</p>
<p>Description The Roads Policing Operations Plan 2019 sets out the annual targets taken from the Government’s Road Safety Strategy 2013-2020 and the approach the Garda Síochána will take to achieve these targets.</p>	
<p>Progress The Authority has received regular reporting throughout the year of operations conducted in accordance with the plan, and has attended and observed operations during the year.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Roads Policing Operation Plan is operating as expected.</p>	
<p><i>Implementing the recommendations of the Crowe Horwath report</i></p>	
	<p>Target 39 Agree action plan (Q1) and commence implementation</p>
<p>Description The “Review of Matters Related to Mandatory Intoxicant Testing and the Issue of Summonses by the Garda Síochána” was completed by Crowe Horwath was commissioned by the Authority. The Garda Síochána will work to ensure that all of the issues identified in the review are addressed.</p>	
<p>Progress The review undertaken by Crowe Horwath contained 34 recommendations to address deficiencies relating to processes and procedures associated with Mandatory Intoxicant Testing and the issuing of Fixed Charge Notices. By year end 8 recommendations had been implemented and the rest remained open.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority welcomes the progress made to date in respect of the implementation plan and recognises that a number of the remaining initiatives are longer-term in nature and/or have an inter-agency component. The Authority also recognises that initiatives such as Mobility have the capacity to address a number of other recommendations. It will be important to bring these matters to a conclusion in 2020 in terms of the Garda Síochána clarifying which of the recommendations have dependencies outside of the Garda Síochána.</p>	
	<p>Target 40 Increasing the number of members attached to roads policing in line with Government Road Strategy Commitments (Q4)</p>
<p>Description The Government’s Road Safety Strategy 2013-2020 requires the Garda Síochána to maintain a dedicated unit for roads policing and to ensure it is sufficiently staffed.</p>	
<p>Progress At the end of 2018 there were 744 members in Roads Policing against a target of 770. The 2019 target was increased to 891, with plans to recruit 200 new members during the year and assuming that some members would be lost to transfers, retirement or promotion. 180 Garda members were allocated to Roads Policing during the year and the year-end total was 737. This means that there was net loss of strength in Roads Policing of 7 members, as attrition was far higher than expected.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>The Garda Síochána has experienced difficulties every year in reaching the target numbers for members in Roads Policing. However, the Authority notes that in the same period the key lifesaver offences statistics (Target 37) have improved. The Authority has commented positively on the improvements made in governance and performance monitoring in the Roads Policing Bureau, which appears to be generating positive results. It may be that the improvements that the public wants to see in detection of offences on the roads can be delivered efficiently through this focus on process and governance, as well as through the technological improvements such as the Mobility initiative (Target 100).</p>	

	<p>Target 41 A reduction in the FCN recording time gap to less than 16 days for manually issued FCN records</p>
<p>Description Road traffic legislation permits certain offences to be dealt with through the payment of a fine (fixed charge penalty notice). The recording time gap results from the delay between issuing a paper-based fixed charge notice (FCN) at the side of the road and the incident being manually recorded on PULSE. The Garda Síochána aims to reduce the delay to less than 16 days.</p>	
<p>Progress Efforts were made during the year to identify ways in which the speed of recording could be improved but there has been relatively little effect. The delay in December was over 19 days.</p>	
<p>Assessment</p>	<p>Not achieved</p>
<p>The Authority is aware that the way in which the Garda Síochána will address this delay is through automation of the system so that FCNs are issued electronically and are then automatically uploaded to PULSE. The Mobility initiative (Target 100) includes an app that performs this function. It is expected that the roll-out of this initiative in 2020 will generate an improvement in both the delay and in the data quality of the recording as there will be no need for manual entry.</p>	

A Secure Ireland	
Strategic Objective 2019 – 2021	
Maintain state security: <ul style="list-style-type: none"> • Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism (3.1); • Enhance our intelligence capacity/capability (3.2); and • Collaborate with our partners, contributing to national and international security (3.3). 	
Promoting stay safe principles for first responders	
Target 45	Running a 6 C's Stay Safe awareness campaign for all Garda members (Q3)
Description	
The 6 C's are a set of safety principles for members of the Garda Síochána that may be first responders to a major emergency incident including terrorist attacks. The 6 principles are: Contact, Cover, Confirm, Civilians, Colleagues, Contain.	
Progress	
The campaign was run during year.	
Assessment	Achieved
Complete	
Progress CFPI recommendations on security and intelligence	
Target 46	Identify security capability requirements (Q3)
Description	
The Garda Síochána will assess the way its security and intelligence function works in order to develop an operating model for the function that will integrate into the organisations' Operating Model. A plan will be put in place to map out the necessary technological and other requirements, and an implementation roadmap will be developed.	
Progress	
The implementation roadmap has been developed and was submitted for approval in December, including a costed technical plan.	
Assessment	Achieved
The Authority has been briefed on the changes to the function and how these align with the Operating Model.	
Developing a new Code of Practice for Garda Personnel involved in the management and use of Covert Human Intelligence Sources	
Target 47	Code of Practice developed (Q4)
Description	
Covert Human Intelligence Sources are individuals that provide the Garda Síochána with intelligence to aid criminal investigations. The Code of Practice will set out the rules and regulations concerning the management of these relationships.	
Progress	
Procedure documents have been prepared and submitted for internal review. Draft Guideline documents have also been prepared.	
Assessment	Partially achieved
Substantial work undertaken on the Code during 2019 and the Authority will confirm its finalisation in 2020.	

Actively participate in and contribute to both Regional and National MEM structures, working groups, training & exercise opportunities

	<p>Target 50 Representation and involvement in planned multi-agency Major Emergency Management (MEM) meetings, training opportunities and exercises</p>
<p>Description The Major Emergency Management Framework sets out common arrangements and structures for front line public sector emergency management in Ireland. The Garda Síochána and partner agencies are required to meet regularly to plan and train for potential emergency events.</p>	
<p>Progress The Garda Síochána has continued to participate in national Emergency Management groups and fora. Exercises have taken place during the year, including an exercise in Louth attended by staff of the Authority.</p>	
<p>Assessment</p>	<p>Achieved</p>
<p>Although no progress update was provided at the end of the year, this initiative was on target all year and is primarily based on 'business as usual' engagement with national stakeholders. On this basis, the Authority is satisfied that the initiative was achieved.</p>	

A Human Rights Foundation	
Strategic Objective 2019 – 2021	
Human rights and ethical behaviour as the foundation upon which we will deliver policing services: <ul style="list-style-type: none"> • Build a human rights infrastructure to enhance An Garda Síochána’s understanding, knowledge, training, policy and service delivery capacity (4.1); and • Commence the process of embedding human rights and ethical behaviours into policing, commencing with a focus on our engagement with vulnerable criminal justice service users (4.2). 	
<i>Building a human rights foundation for policing</i>	
Target 51	Establishing a Human Rights Unit (Q1)
Description	
The Human Rights Unit is a dedicated section in the Garda Síochána that will provide expert support to the Commissioner and the wider organisation on human rights. It will also have responsibility for the production and management of the Human Rights Strategy.	
Progress	
The Human Rights Unit was established during the year. A number of initiatives have been undertaken including the development of a strategy, a framework, a screening tool and an operational guidance document. A work plan has also been developed, which includes aspects such as training and policy reviews. However, it is reported that the unit is not yet staffed to a sufficient level to be able to deliver on all of its functions.	
Assessment	Achieved
The target was achieved in as much as a unit was established and is commencing the roll-out of its work.	
Target 52	Developing a Human Rights Strategy (Q4)
Description	
The Human Rights Strategy sets out how the Garda Síochána will establish a human rights infrastructure within the organisation. It covers the legal basis and requirements in relation to these issues, and sets out the training, policy and service delivery actions to be undertaken.	
Progress	
The Human Rights Strategy was launched in December 2019. Its sets out a number of key priority areas for review in early 2020 including: Use of Force (including Firearms); Use of Garda Vehicles in pursuit of other vehicles; Victims of Crime Policy; Arrest and Detention (Custody Management); and, Public Order.	
Assessment	Achieved
The Authority noted the strategy’s publication in its meeting in December and it was stated that there would be further engagement regarding the substance of the strategy and wider human rights issues in future meetings.	

	<p>Target 53 Assessment of main policy, practice and training materials to identify human rights issues (Q2)</p>
<p>Description As target</p>	
<p>Progress There have been a number of outputs from this initiative. The most prominent is the Human Rights Framework which provides a reference for the development of policy and training, and the delivery of policing services in a human rights compliant manner. With specific regard to policy, a policy screening tool has also been developed to assist of the development of new policies, while five existing policy areas have been identified for review. An operation guidance document has also been developed to further assist in the delivery of human rights focused, frontline policing services. However, although policy assessment tools have been developed, the actual assessment has not yet been completed.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>As a foundation to the future embedding of Human Rights in the organisation, this initiative has been completed. However, there are key questions outstanding particularly with regard to how human rights training will be embedded in the organisation and what this training will consist of. There appears to be capacity shortfalls in both the Human Rights Unit and in the Garda Training College, preventing commitment to future training development and roll-out.</p>	
	<p>Target 54 Re-establishing the Strategic Human Rights Advisory Committee (SHRAC) (Q1)</p>
<p>Description The Strategic Human Rights Advisory Committee provides human rights advice to the Garda Síochána. As well as representation from various elements of the Garda Síochána, its members include representatives from the justice sector, education sector and NGOs.</p>	
<p>Progress The SHRAC was re-established during the year and quarterly meetings have been held. The Committee has contributed to the development of the Garda Síochána Human Rights Strategy and other key human rights documents which have been developed throughout the year. They have also received and considered presentations on key developments which have human rights considerations for the organisation, including the implementation of policy to meet obligations under the Criminal Justice (Victims of Crime) Act 2017.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>Complete</p>	

Further embedding the Code of Ethics

Target 55

Code of Ethics training made available to 100% of personnel, 95% of personnel to be trained and all trained personnel to have signed the Code by Q4

Description

The Code of Ethics for the Garda Síochána sets out guiding principles to inform and guide the actions of every member of staff of the Garda Síochána at every level of the organisation. Training and member sign-up have been ongoing since 2017; sign-up is required by all staff.

Progress

Code of Ethics training continued throughout 2019 and policies were put in place that made promotion and transfer conditional upon signing the Code of Ethics.

During the year the Authority was concerned with the low numbers of staff who had trained or signed up to the Code. The Authority asked the Garda Síochána to review this and it was found that many of the records of training and signing had not been returned to HR.

A full validation exercise was undertaken to make sure that the records were correct, which resulted in much higher rates being reported.

By the end of the year 89% of personnel had attended training and 92% of those trained had signed.

Assessment

Partially achieved

Although the target levels were not achieved, the Authority is encouraged to note the high levels of training and signing by Garda members. Work remains to be done in achieving similar levels for Garda staff and reserves.

While the validation exercise delivered a positive outcome in respect of the actual numbers who had signed, the discrepancies again highlighted data quality issues. The Authority has also flagged the potential that there are discrete areas in the organisation where it appears there may be residual resistance to signing the Code and looks forward to further verification of this matter.

Identifying the human rights implications of policing vulnerable persons

Target 56

Deliver Policy & Guidance to Protect the Most Vulnerable in the Criminal Justice System, Supporting Local Managers in their Assessment of the Human Rights of the Most Vulnerable Service Users (Q4)

Description

As target

Progress

The Garda Síochána has reported progress on a number of initiatives during the year aimed at vulnerable service users, including engagement with the deaf community, the dissemination of information from the National Office of Suicide Prevention, and the review of the custody record risk assessment.

Assessment

Not achieved

While the activities reported under the initiative are of value, the Authority's view is that the underlying objective of this initiative was not addressed by those activities. Expected activities would have included the identification of: the most vulnerable service users; the points at which those service users interact with the Criminal Justice system; and, the Human Rights implications of those interactions and their implicit risks.

This would have been expected to drive the development of policy and guidance to protect service users, support managers, and mitigate risk.

This Authority's view is that the opportunity to undertake a valuable piece of work was missed. However, actions under the Human Rights Strategy (Target 52) may address this. The Authority is increasing its focus on Human Rights in 2020 and will appoint a Human Rights Advisor to assist it in keeping this area under review.

Our People – our greatest resource	
Strategic Objective 2019 – 2021	
Invest in our people, our greatest resource, providing continuous professional development: <ul style="list-style-type: none"> • Engage, support and listen to our people, providing continuous professional development (5.1); • Implement our People Strategy to ensure the right people are in the right roles, working at the right places at the right times (5.2); • Develop- our leadership capacity and provide strong visible leadership (5.3); • Develop a learning culture, underpinned by honesty, integrity, openness and a respect for diversity (5.4); • Encourage and recognise excellent work, enhancing performance (5.5); • Address underperformance and unethical behaviour (5.6); and • Support the health and wellness of our people (5.7). 	
<i>Investing in our learning and development capacity</i>	
Target 57	Commencing development of a Learning & Development Strategy (Q4)
Description	
The Strategy will set out the high-level vision for the Garda Síochána’s learning and development capacity. It will address overall training capacity and the delivery of such, including the use of outsourcing and increased use of civilian trainers.	
Progress	
A draft Learning & Development Strategy has been completed and submitted for review.	
Assessment	
Partially achieved	
The Authority had expected that the drafting of the Learning & Development Strategy would follow the appointment of a senior manager for this area (Target 58, below) and the establishment of an expert advisory group (Target 59). It is recognised that the L&D Strategy is needed and it may be positive that the Garda Síochána has persisted in its development despite the non-achievement of the two related targets. However, there is a risk that the new Director and Review Group, when appointed, might wish to review and alter the draft Strategy. Given the continued importance of training as an enabler to policing reform, it is imperative that the organisation develops a clear path forward.	
Target 58	Advertise Learning and Development Executive Director position (Q2) for appointment in Q4
Description	
The Executive Director Learning and Development is a new role in the Garda Síochána that will have responsibilities including the development of strategy covering training capacity, delivery methods, continuing professional development and probationer training.	
Progress	
The position has not yet been sanctioned and advertised.	
Assessment	
Not achieved	
Many of the initiatives that are in progress or are expected to take place over the next couple of years to support the reform of the Garda Síochána have training and development elements. Training and development were also identified as key strands for the modernisation of the Garda Síochána by the Commission on the Future of Policing. The Garda Síochána has struggled with its capacity to provide all the training needed in the organisation, and it is a potential barrier to the timely roll-out of initiatives in 2020. The Authority supports the appointment of a qualified professional to manage these challenges and has approved the related business case.	

	<p>Target 59 Expert L&D Review Group established (Q3)</p>
<p>Description The Expert Review Group is an advisory group consisting primarily of external professionals with relevant expertise, who will provide strategic advice and make recommendations to the Garda Síochána on learning and development across the organisation.</p>	
<p>Progress Draft Terms of Reference were developed for the group but it was not established before the end of the year.</p>	
<p>Assessment</p>	
<p>Not achieved</p>	
<p>The group has not been established. The Authority will review the draft Terms of Reference and proposed membership in early 2020.</p>	
<p><i>Providing a uniform fit for modern policing</i></p>	
	<p>Target 60 Procurement process for new uniform commenced (Q3)</p>
<p>Description The Garda Síochána has developed a new uniform, following consultation with Garda members, and will start the process of procuring suppliers during 2019.</p>	
<p>Progress The procurement process has commenced and one contract has been awarded.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The process has commenced.</p>	
<p><i>Implementing our People Strategy</i></p>	
	<p>Target 61 Publication and implementation of the People Strategy (Q2)</p>
<p>Description The People Strategy sets out the strategic initiatives to be undertaken to ensure that the right tools are in place to enable members and staff provide an excellent policing service. It is based on four pillars: People, Leadership, Diverse and Inclusive Culture, and Wellness.</p>	
<p>Progress The People Strategy was issued during the year however an implementation plan has not yet been developed.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>It is understood that the actions under the People Strategy will be prioritised and implemented through the annual Policing Plans. The Authority's view is that the People Strategy requires its own implementation plan, developed in parallel with the Operating Model, in order to drive the priorities and inform the content of the Policing Plan. This view has been acknowledged by the Garda Síochána.</p>	

Recruiting personnel in line with the programme for government	
	Target 62a a. Recruiting (Q4) 600 Gardaí
	Target 62b b. Recruiting (Q4) 740 Garda Staff
Description The Government Decision of 2016 committed the Garda Síochána to increasing its capacity to 15,000 Garda members and 4,000 Garda staff by 2021. This is a multi-year plan with a reduced figure of 600 Garda recruits in 2019 due to training capacity limits.	
Progress a. 605 Garda members recruited in 2019 b. 748 Garda staff recruited in 2019	
Authority view	Achieved
The achievement of the Garda staff target is welcomed as the Garda Síochána has struggled to meet its Garda staff recruitment targets since the start of the Government decision.	
	Target 63 Recruiting 100 Garda Reserve members (Q1)
Description The Government Decision of 2016 also committed the Garda Síochána to the increase of Garda Reserve capacity to 2,000 members. To allow for the development of a Reserve Strategy the recruitment target has been lowered ahead of a temporary halt on intake.	
Progress 100 individuals accepted offers; 99 reported for training in March.	
Assessment	Achieved
Although the target was achieved, the Authority understands that there has been some attrition with these new members over the year. This is perhaps to be expected. However, the Authority notes that despite the addition of 99 Garda Reserve members during the year the total number of Garda Reserve members has decreased from 528 to 458. The Authority is concerned that the inability to retain new Garda Reserve members might be linked to a lack of clarity in their role and function arising from the continuing absence of a Reserve Strategy during the year.	

<i>Ensuring personnel are allocated roles commensurate with their key skills strengths and competencies</i>	
	<p>Target 64 Completing census of all employees (Q1) and complete interim workforce plan (Q2) for execution in (Q3&4)</p>
<p>Description A full census of all Garda Síochána members and staff will be conducted. This census will provide crucial data that will inform workforce planning and the planning of other organisation-wide strategies and projects such as redeployment and developing job specifications.</p>	
<p>Progress The census of all Garda employees was taken during the year; results were presented to the Authority in July. However, the workforce plan has not yet been finalised and approved.</p>	
<p>Assessment</p>	
Partially achieved	
<p>The completion of the census provided data to support many initiatives within the Garda Síochána, including redeployment and the Operating Model. The results of the census will also provide a useful benchmark to measure how the organisation will change over coming years.</p> <p>The Garda Síochána emphasised the importance of the census data to workforce planning and it had been expected that the revised workforce plan would be issued soon after the census. It is understood that the introduction of the Operating Model had an impact on this process as it would have required some reconfiguring of the workforce plan. However, while this might be understandable, the Operating Model actually increases the need for a workforce plan, therefore this should be treated as an urgent priority.</p>	
	<p>Target 65 Ongoing development of job specifications for all roles (Q4)</p>
<p>Description The planned census of all employees in 2019 will provide data on each individual role in the organisation. The Garda Síochána will use this data to design specifications for standardised and specialist roles to ensure consistency and parity across the organisation.</p>	
<p>Progress The process of developing job specifications has commenced, with a focus on the specifications for supervisory roles in the Operating Model.</p>	
<p>Assessment</p>	
Partially achieved	
<p>The Authority is encouraged by the prioritisation of roles that are critical in the divisional roll-out of the Operating Model, as it will provide clarity to affected individuals.</p>	
	<p>Target 66 Redeploying 500 Garda personnel (Q4)</p>
<p>Description The Workforce Modernisation Project is a multi-year project aimed at getting members out of desk-based roles and utilising their skills in front-line policing. These roles identified for redeployment will then be backfilled with Garda staff.</p>	
<p>Progress 344 Garda members were reassigned to operational duties during the year.</p>	
<p>Assessment</p>	
Partially achieved	
<p>Although the target was not met, this was the highest number of redeployments in any year since the start of the redeployment initiative. The Authority also recognises that the Garda Síochána has made progress during the year to identify and address the barriers to redeployment, with some solutions being developed. There are a range of issues that will require speedy progression in order to meet the 2021 target, including the requirement for shift work for some positions; further work in refining and developing front office roles; the requirement for negotiations with stakeholder groups; and, further consideration of matters relating to 'light 'duties'. The Authority will continue to keep this matter under review in 2020.</p>	

	Target 67 Developing proposals for new selection methods to enhance the promotion process (Q3)
Description The Garda Síochána is responsible for the promotion competitions to the rank of Sergeant and Inspector. A review of the current selection methods employed will take place and recommendations provided to reflect modern best practice in the competitions.	
Progress The review of the sergeant and inspector competition process is ongoing. New competency frameworks are being prepared and recommendations for future competitions, along with an international benchmarking report will be produced. The job analysis is currently underway and focus groups and interviews have been conducted. Good participation and good qualitative engagement has been reported. The project is on target for completion at the end of Q1.	
Authority view	Partially achieved
The Authority has not yet been provided with the seen the proposals, despite its statutory functions in relation to keeping the arrangements of proportions under review. It is important an enhanced promotions process proceeds without delay. The Authority will be keeping this under active oversight during the first six months of 2020.	
	Target 68 Identifying non-core duties (Q1)
Description The Garda Síochána is conducting a review to identify certain duties currently carried out by Garda members that could be carried out by other agencies. The Commission on the Future of Policing of Ireland has recommended the reassignment of these duties to other agencies.	
Progress The review was complete during the year and non-core duties have been identified.	
Authority view	Achieved
The review has been undertaken and is under consideration by the Garda Síochána.	
Develop and implement a new Garda Reserve Strategy, to provide for a sustainable community focussed volunteer service	
	Target 69 Developing a Garda Reserve strategy (Q2)
Description The Garda Reserve Strategy will set out a high-level vision for the recruitment, training, and most effective deployment of Garda Reserve members in order to ensure their effective and meaningful contribution to the Garda Síochána.	
Progress A review of the Garda Reserve was completed and the Reserve Strategy has been drafted and submitted to the Authority and the Department of Justice and Equality for comment.	
Assessment	Partially achieved
Although the Strategy has not yet been approved, it is clear that there has been progress made during the year. It will be important to finalise the Strategy early in 2020 as the link between the attrition and the absence of the Strategy has been highlighted (see also Target 63). There is also an opportunity to align this Strategy with the Operating Model to ensure that there is a clear role for Garda Reserve members and that they are embedded within the organisation.	

<i>Providing leadership training for our management teams</i>	
	<p>Target 70 Developing leadership training programme which will include culture, ethics and psychological safety (Q2)</p>
<p>Description The report of the Commission on the Future of Policing highlighted a gap in the training for senior leaders within the Garda Síochána.</p>	
<p>Progress The Garda Executive Leadership Programme has been developed and 20 participants commended the Programme in November 2019.</p>	
<p>Assessment</p>	
Achieved	
<p>The course has been developed; it will be important that it is evaluated in due course</p>	
	<p>Target 71 Providing governance training for the Senior Leadership Team (Q1)</p>
<p>Description The report of the Commission on the Future of Policing highlighted a gap in the training for senior leaders within Garda Síochána.</p>	
<p>Progress Governance training was provided for the Senior Leadership Team in March 2019 by the IPA.</p>	
<p>Assessment</p>	
Achieved	
<p>Training was provided for the Senior Leadership Team.</p>	
<i>Addressing the findings of the cultural audit through multiple projects across the strategy</i>	
	<p>Target 72 Developing a staff culture engagement proposal (Q2) for implementation in Q4</p>
<p>Description The Garda Síochána Culture Audit was published in 2018 following a survey of 6,500 members by PwC. The Staff Culture Engagement Proposal sets out actions to address the issues highlighted in the audit such as low morale, lack of trust in management and poor supervision.</p>	
<p>Progress A staff culture engagement proposal was developed with 12 initiatives. Implementation of actions commenced during the year including a 'Have Your Say' initiative, the development of an Ethics and Culture site on the Garda Portal, and initiatives to increase transparency with the organisation about senior management actions.</p>	
<p>Assessment</p>	
Achieved	
<p>While the Authority acknowledges developments in respect of various cultural initiatives, it is concerned that other key initiatives contained in the Policing Plan, which have the capacity to substantially the findings of the Cultural Audit 2018, are not being communicated. As such, a key communications opportunity is in danger of being lost.</p> <p>The Authority has recommended that the Culture and Ethics Bureau map a range of policing plan initiatives against the findings of the culture audit which they seek to impact and explore opportunities to communicate these initiatives' capacity to positively impact culture change.</p> <p>The Commissioner articulated his vision for the Garda Síochána organisation in 2019. The Authority will use this vision, as well as the findings of the cultural audit 2018, as a benchmark against which to assess and engage on cultural initiatives in 2020.</p>	

Proactively addressing service level issues, learning from what has happened to achieve a positive outcome and prevent a reoccurrence

	<p>Target 73 Implementing a Local Intervention Initiative in 3 Garda Divisions (Q4)</p>
<p>Description The Local Intervention Initiative is a system by which suitable complaints by members of the public regarding service level issues are mediated and resolved at local level by a Garda Síochána Inspector, rather than treated as a complaint through GSOC.</p>	
<p>Progress The initial target was to establish the initiative in three divisions but by year end the initiative was rolled out nationally in all divisions.</p>	
<p>Assessment</p>	<p>Achieved</p>
<p>The target associated with this initiative has been achieved and surpassed. Preliminary indications suggest this has resulted in reduced complaints being directed to GSOC and better outcomes for the public and for the Garda Síochána. An evaluation is anticipated to be completed in 2020 which will provide a better indication of the initiative's success and identify areas for improvement.</p>	
<p><i>Providing opportunities for personal development through structured engagement for both Garda members and Garda staff</i></p>	
	<p>Target 74 Performance management implementation plan developed (Q4)</p>
<p>Description Although a performance management system was developed in 2018 for use by Garda members, there is no equivalent system being used by Garda staff and it has been proposed that Garda staff use the Garda member system.</p>	
<p>Progress The proposal to use the Garda member (PALF) system for Garda staff has not been agreed by the relevant trade unions.</p>	
<p>Assessment</p>	<p>Not achieved</p>
<p>The absence of a performance management system for Garda staff is a missed opportunity to help focus individuals on the ways in which they can contribute to organisational change and other important strategies.</p>	

	Target 75 40% of Garda members to have held interim review by end (Q3)
Description The Performance and Learning Framework is a performance management system used to set goals and monitor the ongoing performance of members of the Garda Síochána, along with training needs. The system is currently being embedded within the organisation.	
Progress The return for PALF participation provided on 12th December 2019 showed that: <ul style="list-style-type: none"> • 6,658 Garda members had started the PALF lifecycle. This represented 52% PALF usage by Garda members (excluding probationers whose performance is separately managed). • 10,315 Garda members had been trained on the PALF process. This represented 81% of members, excluding probationers. • 2,819 Garda members had reached interim review stage; 42% of those participating in the process. 	
Assessment	Not achieved
After a year of attempting to improve the levels of PALF usage and despite investment in training, levels remain relatively low and it appears that all targets were not met. The Authority notes that there were 9,640 members trained at the end of 2018; a net increase of only 675 additional members trained in 2019. The levels of participation have increased from 30% to 65% however the reporting provided does not indicate how many participants have started the process versus the number that are actively participating and have attended review meetings. The Authority will maintain its focus on this area in 2020.	
Ensuring effective early intervention to reduce underperformance	
	Target 76 Review Garda probation monitoring policy (Q2) and publish approved revised policy (Q4)
Description The probation monitoring policy is the policy for monitoring the performance of Trainee/Probationer Garda members.	
Progress The policy has been drafted and issued to the Senior Leadership Team for approval.	
Assessment	Partially achieved
The Authority understands that work has been progressed on this policy but has not had sight of the policy, which it understands is to be issued in Q1 2020. The Authority will keep this under review.	
Reviewing and enhancing our discipline process in line with best policing practice	
	Target 77 Conducting a review of and reporting on discipline processes (Q2) in support of drafting new discipline regulations (Q4)
Description The Report of the Commission on the Future of Policing in Ireland recommended that the discipline system, including the system for managing complaints, be reviewed prior to amending the relevant legislation, the establishment of the Independent Office of the Police Ombudsman (IOPO) and the proposed separation of performance management issues from the discipline system.	
Progress The current discipline system was reviewed during 2019. This included documenting and mapping the current business process and a review of the current system from a legal perspective. A draft policy on managing underperformance has also been developed and is currently being assessed from a legal and IR perspective. Once finalised, this policy will feed into consideration of new or amended legislative supports required. Responsibility for drafting new regulations lies with the Department of Justice and Equality.	
Assessment	Achieved
A review, with process mapping, has been conducted and is available for the Department.	

Ensuring integrity through preventing, identifying and investigating wrongdoing, corrupt and inappropriate behaviour; this will also support our GRECO evaluation.

	<p>Target 78 Establishing anti-corruption unit at Internal Affairs (Q4)</p>
<p>Description The anti-corruption unit is a dedicated unit to work on areas such as vetting, policy and intelligence, to prevent or investigate corruption within the organisation.</p>	
<p>Progress The unit has been established nominally through the appointment of a chief superintendent and a superintendent. The structure of the unit has also been formulated. At year-end, the unit did not have accommodation and was not fully staffed.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>This target can only be considered as partially achieved. Although the unit has been established in name, it is at a very early stage of development and not currently operational as an anti-corruption unit. Accommodation is still required and while recruitment competitions are underway, very few of the anticipated 40 members and staff have been assigned. Additional enablers will also be required, particularly in the areas of training and ICT. The Authority has recognised the importance of this initiative in itself and for its cultural impact. Progress in the development of the unit will be monitored throughout 2020.</p>	
	<p>Target 79 Drafting an anti-corruption policy (Q4)</p>
<p>Description This is a policy to support the work of the newly established anti-corruption unit. More detailed policies on specific aspects of corruption will sit underneath this and guide the work of the unit. These include policies on notifiable associations, declaration of business interests, inappropriate associations, professional boundaries, and conflict of interest</p>	
<p>Progress A high level anti-corruption policy was drafted during 2019, however the main policies which will guide the unit's work were still in development at year-end. The overarching policy has been reported as being under review by the Executive Director Legal & Compliance and the Policy Governance & Coordination Unit.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>While progress has been acknowledged, this initiative may only be regarded as partially achieved, as there is considerable work to be done in developing the specific policies which will guide the work of the unit. Delays to the establishment of the unit have had knock-on effects on this initiative.</p>	

<i>Investing in the physical and mental wellbeing of our personnel</i>	
Target 80	Health, Welfare and Wellness strategy signed off (Q4)
Description Wellbeing of staff is one of the four pillars of the People Strategy 2019 – 2021, with an emphasis on holistic wellness and mental health initiatives. The Health, Welfare and Wellness Strategy will set out the organisations approach to achieving this.	
Progress A stakeholder consultation was undertaken to support the Strategy’s development and preliminary survey results were presented. A draft Strategy had been developed by year end. Actions to complete the Strategy are scheduled for January and it is expected that it will be issued in Q1 2020.	
Assessment	
Partially achieved	
The Authority will keep this under review in 2020.	
Target 81	Post-Incident support review conducted and signposting policy updated (Q4)
Description The Garda Síochána has committed in its People Strategy to have post-incident supports in place for all employees. ‘Signposting’ refers to the process whereby supervisors make employees aware of the supports that are in place and how to access them.	
Progress Submissions have been received and a draft document has been prepared. It is expected that the new policy and procedures will be finalised in Q1 2020.	
Assessment	
Partially achieved	
The Authority understands that the current approach to signposting has not been formalised. This may result in inconsistencies in the support offered to staff after serious incidents. The Authority will keep this under review in 2020.	

Transforming our Service	
Strategic Objective 2019 – 2021	
Restructure our organisation and transform how we deliver our services: <ul style="list-style-type: none"> • Providing more efficient, effective and responsive services through implementing ‘A Policing Service for the Future’ (6.1); • Restructure our organisation through a new Garda Síochána Operating Model (6.2); • Increase public confidence through stronger accountability, transparency and more effective internal governance (6.3); • Enhance our communications capacity and output to better reach and engage our people and the public we serve (6.4); • Rebuild confidence in our data, through accurate recording and governance (6.5); and • Invest in technology, including mobile technology, to enable a more effective and efficient policing services (6.6). 	
Progressing ‘Building Blocks’ and ‘Launching’ phases of the CFPI report. Building capacity for the Commissioner to undertake the role as true CEO	
Target 82	Developing a management position on new rostering arrangements (Q2) and commence development of an implementation plan (Q4)
Description	
As the result of a number of issues regarding the current rostering arrangements the Garda Síochána will work towards developing a new roster for the organisation. This will require engagement with the Garda Associations, Government and other stakeholders.	
Progress	
During 2019 AGS developed a management position in relation to roster reform which has been communicated to the relevant Garda Associations through an agreed process. This process has also involved, during 2019, work on technical matters facilitated by an independent facilitator	
Assessment	Partially achieved
Although the management position has been developed it is difficult to conclude that this objective has been achieved at this time. The development of a position without agreement on that position could still carry the risk that there will be no agreement and therefore no change. The detailed position is expected to be shared with the Authority in early 2020. However, in principle the Authority believes that it will be important to revise the current roster to ensure that the new Operating Model is underpinned by effective use of resources.	
Target 83	Developing an estate management proposals (Q2 & Q3); engaging with stakeholders (Q3 & Q4) and implementing proposals (Q4)
Description	
Currently Garda Síochána buildings (‘the Estate’) are managed by the Office of Public Works. The report of the Commission on the Future of Policing in Ireland recommended that the Garda Síochána take on this responsibility. This is a complex process therefore the first step is to develop proposals for how this might be achieved.	
Progress	
The Authority understands that a proposal has been developed but not yet approved by Senior Leadership.	
Assessment	Not achieved
Although proposals have been developed it is difficult to conclude that this has objective been partially achieved at this time, as the proposals have not been approved. Proposals have not yet been shared with the Authority, which expects to be informed about developments in 2020. However, the Authority’s primary concern is that the requirement to consider the management of the Estate does not detract from assessing and improving the condition of the Estate.	

	<p>Target 84 Reviewing procurement processes (Q2) document the as-is process and design to-be process (Q3) Commencing implementation recommendations (Q4)</p>
<p>Description This review will include a mapping of the way in which the Garda Síochána currently secures and manages tender contracts for goods and services. Following this, a new system will be designed as required to address any issues and facilitate improvements.</p>	
<p>Progress The procurement process was reviewed and a new plan developed, the 'Corporate Procurement Plan 2019-2022'. Actions have commenced to implement its recommendations, including working towards electronic procurement.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>Procurement has been an area that the Garda Síochána has been the subject of significant criticism, including from the C&AG. The Authority welcomes the steps taken to improve procedures and recommends that their effectiveness is kept under review to ensure that existing issues are being addressed and reduced.</p>	
<p><i>Restructuring our organisation to enable more effective service provision</i></p>	
	<p>Target 85 Establishing an Operating Model strategy, (Q1) Designing an operating model blueprint (Q2) and commencing implementation (Q3)</p>
<p>Description The Operating Model is a fundamental change to the organisational structure and operation of the Garda Síochána. It is based primarily on increasing the management and resource autonomy of the Divisions, supported by national infrastructure, to deliver a more effective policing service.</p>	
<p>Progress The new Operating Model has been developed and implementation has commenced. The number of regions and divisions has been reduced and the new model for divisional operations is being rolled out.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority has commented extensively on the need for the Garda Síochána to develop a coherent vision for the organisation in terms of structure and resource deployment. The Operating Model provides a clear direction and it should radically transform how the Garda Síochána works. However, the Garda Síochána will need to ensure that it is supported both internally and externally in order to realise its benefits. Communication will need to improve and it will be important to finalise as many elements of the Model as possible in order to give Garda members and staff clarity on how their roles will change. It will also be important to review other organisational development activities, particularly implementation of IT systems, to ensure those are focused on their ability to support the Operating Model and are prioritised accordingly.</p>	
	<p>Target 86 Divisional Policing Model pilot in place (Q1), evaluated (Q3) and plan for phase 2 completed (Q4)</p>
<p>Description The Divisional Model restructures the way that divisions are managed so that instead of each division being managed by district, divisions are managed by function. This means that instead of a Superintendent having responsibility for a small geographic area, they will have responsibility for managing a functional hub across the division (either Community Policing, Governance, or Crime). There is also now an Administration hub for each division that will be managed by a member of Garda staff.</p>	
<p>Progress The Divisional Model pilot started in 2018, has continued throughout 2019, and has been adopted as the core of the Operating Model.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority has reported extensively on the potential benefits of the Divisional Model and welcomes its incorporation into the Operating Model.</p>	

Establish a framework to provide for multi-annual budgeting and delegated sanctions	
Target 87	Delivering an interim costed policing plan (Q1) and delivering a final costed policing plan (Q3)
Description	
The costed policing plan is a document that would set out how much it would cost to deliver all of the initiatives in the Policing Plan. The purpose of the document is to ensure that each year's Policing Plan can be delivered or, where the cost of proposed initiatives is greater than the available funding, it would require the Garda Síochána to make difficult decisions to prioritise how its resources should be used.	
Progress	
The Garda Síochána has developed a 'costed policing plan', which is a model that allocates its budget across the 6 strategic pillars / Policing Plan chapters. The Garda Síochána has stated that its current financial systems cannot support the type of costing that would be needed to produce a fully costed policing plan.	
Authority view	
	Not Achieved
During the year the Finance function of the Garda Síochána was the subject of an external review. The final report is expected in early 2020 and is expected to confirm the current deficits in systems and capacity in that function. It will be important for the recommendations of this review to address how the Garda Síochána can improve its systems to understand the cost of its activities and projects in the short term as well as the long term.	
Although the Authority recognises that deficits exists, it is of the view that elements of the Plan could be costed, even with current systems, and that this could be combined with a wider review of its resourcing requirements (staffing, ICT, training capacity) in order to support decision-making and prioritisation.	
Target 88	Establish a framework to provide for multi-annual budgeting and delegated sanctions (Q2)
Description	
In order to improve its financial management, it has been proposed that the Garda Síochána should receive delegated sanction to enter into contracts (previously there was a low threshold beyond which it had to receive permission from the Department of Justice and Equality). It has also been proposed that instead of annual budgets, the Garda Síochána should be given multi-annual budgets in order to provide certainty for long-term planning.	
Progress	
Delegated sanction was granted during the year. However, proposals for multi-annual budgeting have been deferred until there are substantial improvements in financial systems and processes.	
Assessment	
	Partially achieved
Delegated sanction is welcome as an important step in bringing the Garda Síochána into line with other government bodies. The Authority concurs with the decision to defer the consideration of multi-annual budgeting.	
Reviewing and enhancing our internal governance mechanisms	
Target 89	Reviewing our Corporate governance framework (Q3)
Description	
The Corporate Governance Framework was developed in 2016 to fulfil a key action of the Civil Service Renewal Plan. It sets out a number of governance principles and complies with the standard issued in 2015 by the Department of Public Expenditure and Reform.	
Progress	
It was reported that the Framework was reviewed during the year in light of the Operating Model and the requirements under the new oversight agreement with the Department of Justice and Equality.	
Authority view	
	Achieved
The review has been undertaken and the findings are informing the roll-out of the Operating Model	

	Target 90 Implementing PAF Phase 2 (Q3)
Description The Performance and Accountability Framework is a Garda Síochána management tool that links the overall operations of the organisation to those of the Regions and Divisions. This is done through weekly, fortnightly or monthly meetings to assess ongoing performance.	
Progress Standard guidelines and processes have been issued to the organisation and an IT tool is being developed in order to support consistent and efficient PAF meetings.	
Assessment	
Achieved	
The Authority attended a number of PAF meetings across the country in 2018 and 2019 and has observed significant improvements in the consistency in the content and approach to agenda items. This has facilitated a focus on national targets and progress against Policing Plan initiatives.	
	Target 91 Reviewing the risk management framework (Q4)
Description The Risk Management Framework is the mechanism through which the Garda Síochána identifies and responds to risk that may affect the organisation. It is managed by the Garda Risk Management Unit which offers training, advice and guidance on risk across the organisation.	
Progress During the year it was decided that the review of the framework should be external rather than internal. The review had been scheduled for Q4 however as an external review requires a longer approval and procurement process, the tender was not awarded in 2019 and the review was not commenced.	
Authority view	
Not achieved	
The review did not commence.	
<i>Developing the required structures and strategies to ensure we communicate effectively with our personnel</i>	
	Target 92 Appointing a head of internal communications (Q1)
Description The Head of Internal Communications is newly created position that will have responsibility for establishing an internal communications unit and developing and implementing an internal communications strategy for the organisation.	
Progress The Head of Internal Communications was appointed.	
Assessment	
Achieved	
The appointment was made.	

	<p>Target 93 Completing an internal communications strategy and commencing implementation (Q4)</p>
<p>Description The Internal Communications Strategy sets out the way in which the Garda Síochána will communicate with all of its staff. It is designed to build staff engagement and promote the objectives and strategic direction of the organisation during a time of high-volume change.</p>	
<p>Progress The Internal Communications Strategy was developed and signed off in December. Although the Strategy was not signed off earlier in the year initiatives were rolled out, such as the distribution of key messages to the organisation via screensavers.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The roll-out of the Operating Model has demonstrated the importance of ensuring that there is effective internal communication in order to build support for initiatives by Garda members and staff. However, this does not just affect the Operating Model. Many of the initiatives and strategies within the organisation will need to be understood in order to be acted upon effectively. It will be important for the owners of projects to ensure that an internal communications are considered during the planning stages.</p>	
	<p>Target 94 Establishing an Instagram account to enhance our online engagement with young people (Q2) and establishing 3 divisional Facebook pages (Q2,3 & 4) to complete our national Facebook coverage</p>
<p>Description In order to build on the success of the Garda Síochána Twitter accounts (@gardatrafic @gardainfo) the organisation will expand its online presence through Instagram and Facebook. The latter will provide opportunities for focussed engagement at Divisional level.</p>	
<p>Progress An Instagram account and 3 Facebook pages were established.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>Complete</p>	
<p><i>Enhancing the leadership and governance of all data related activities, working with the CSO to rebuild confidence in our crime related data</i></p>	
	<p>Target 95 Chief Data Officer position advertised (Q2), CDO appointed (Q3)</p>
<p>Description The Chief Data Officer is a key, new role on the Senior Leadership Team that was supported strongly by the Authority on foot of recommendations from the Garda Síochána Inspectorate and a Government decision in 2017. The role is intended to strengthen the governance of the Garda Síochána by improving data quality and data management across all areas of the organisation.</p>	
<p>Progress The Chief Data Officer was appointed.</p>	
<p>Assessment</p>	
<p>Achieved</p>	
<p>The Authority welcomes the appointment of the Chief Data Officer, however it has expressed its concerns regarding the decision to vest responsibility for both data quality and ICT in a single Executive Director and will keep these matters under review.</p>	

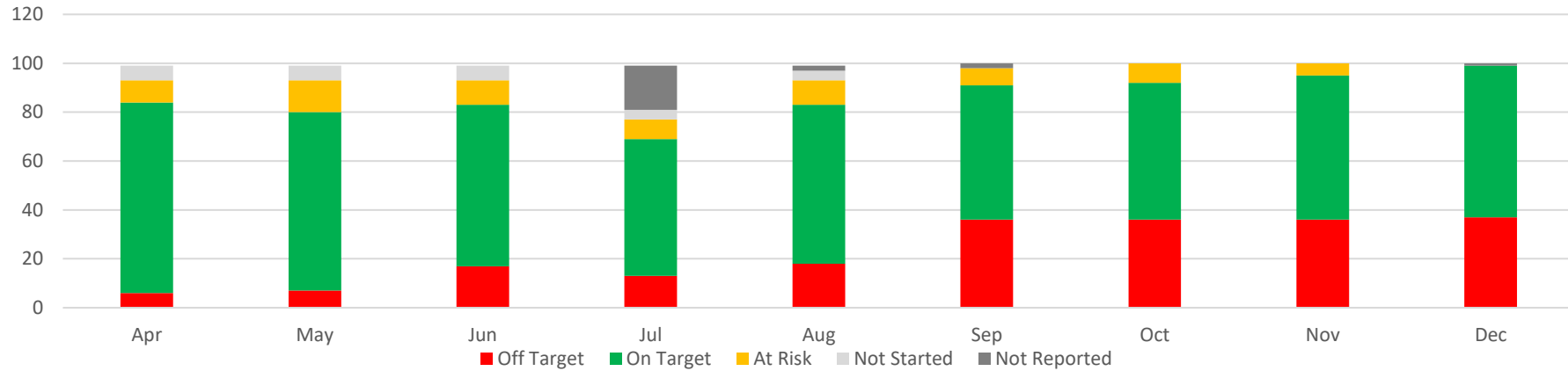
	<p>Target 96 Reviewing the data collection and management process, (Q3) developing a data collection and management plan (Q4)</p>
<p>Description As above</p>	
<p>Progress AGS have carried out a comprehensive review of the PULSE Crime Incident Data Base and Information System. The review covered:</p> <ul style="list-style-type: none"> • Information, Data and ICT System: Governance, Training, and Culture, Architecture, Strategy, Structure and Organisation; • People, Process, Data; • PULSE System, ICT Capacity, ICT Governance and Communication; and • Analysis, Intelligence and Reporting. <p>The Recommendations have now been taken into the overall Data Quality Assurance Strategic Plan (DQASP) for implementation (included in Targets 96 and 98). There have already been a number of action quick wins:</p> <ul style="list-style-type: none"> • Established high-level Data Governance Board (DGB), chaired By Deputy Commissioner; • Established DGB Working Groups on DQASP and Multiple Identities; • Recruited Chief Information Officer; and • Drafted Crime Recording Rules Public Facing Document and established Maintenance Framework). 	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>Data quality has been an enduring theme of the Authority’s oversight, arising as it does in many of the areas of oversight. The Authority is aware that considerable work has been undertaken to develop the Data Quality Assurance Strategic Plan, which has yet to be approved by the Garda Executive. The Authority will engage on this plan with the Garda Síochána in 2020, retaining its focus on both data quality and the use of data within the organisation.</p>	
	<p>Target 97 GISC meeting service level targets of answering 80% of calls within 20 seconds (end Q4)</p>
<p>Description The Garda Information Services Centre is the central location for the reporting and recording of case details for members of the Garda Síochána. GISC aims to improve its rate of call answering by its staff to ensure that calls from Garda members experience shorter waiting times.</p>	
<p>Progress GISC has not been able to achieve its service level targets throughout the year as it has faced difficulties in recruiting and retaining staff.</p>	
<p>Authority view</p>	
<p>Not achieved</p>	
<p>The difficulties with recruitment and retention have been apparent for longer than a year and it is not clear that current plans will resolve this difficulty.</p>	

	<p>Target 98 Developing and commencing implementation of a Data Quality Assurance Plan (Q4)</p>
<p>Description The Central Statistics Office publishes the Garda Síochána’s statistics on crime incidents ‘under reservation’ as a result of the systemic data quality issues that have been widely reported. A plan was agreed with the CSO in 2018 to make a number of improvements, after which the reservation could be lifted.</p>	
<p>Progress A Data Quality Action Plan to address the recommendations of the CSO plan has been developed and was submitted to the new internal Data Governance Board in December.</p>	
<p>Assessment</p>	
<p>Partially achieved</p>	
<p>The Data Quality Action Plan has not yet been approved. However in the absence of a formal plan a number of actions have been taken to improve data quality. These actions have enabled the CSO to publish detection statistics for the first time since 2014.</p>	
<p><i>Developing the ICT vision and infrastructure required to enable effective policing</i></p>	
	<p>Target 99 Digital Strategy completed (Q2) *</p>
<p>Description The Digital Strategy sets out actions to ensure the Garda ICT systems support the provision of its policing services. It is based on 5 key pillars: Collaboration, Enabling Information Led Policing, Ensuring Our People Are Connected, Enhancing Public Engagement, and Building ICT Capability.</p>	
<p>Progress The Digital Strategy was developed and approved during the year.</p>	
<p>Authority view</p>	
<p>Achieved</p>	
<p>Although the Digital Strategy has been developed, the implementation plan was not completed by the need of the year.</p> <p>The Authority is aware of the extent of the available budget in ICT for ‘reform’ initiatives. However, it remains difficult to get a clear sense of the totality of work in the area of ICT, of understanding the interdependencies of various initiatives, and of the cost.</p> <p>The Authority has previously highlighted the need for better medium-long term planning in the area of ICT. While acknowledging the significant developments made across a range of ICT initiatives in 2019, the Authority remains of the view that a coherent sense of the requirements, scale and costs of implementing the ICT strategy is still absent.</p> <p>The Authority has some concern that the successful implementation of a new Operating Model is dependent on systems not yet in existence or in place and that any lag in system implementation has the potential to negatively impact on policing decisions.</p> <p>The implementation of the ICT strategy will be the subject of further, in-depth oversight in 2020.</p>	

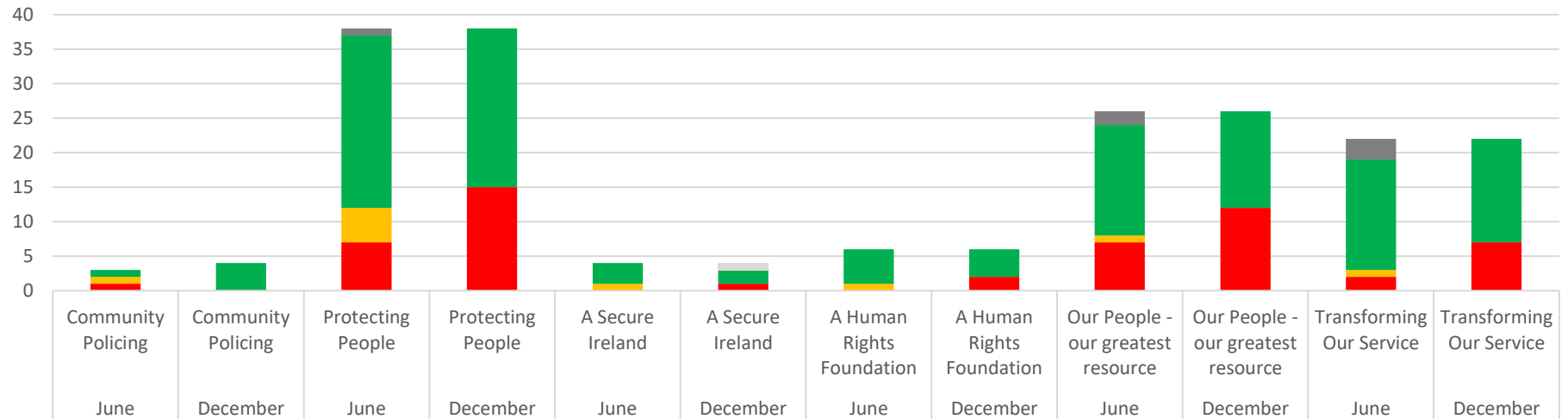
	Target 100 Mobile devices business case developed (Q3) and procurement commenced (Q4)
Description The Mobility Project is a large scale initiative designed to equip front-line members of the Garda Síochána with mobile phones containing apps that will allow Garda members to perform their duties more efficiently. This includes, for example, being able to check the details of motor vehicles at the roadside.	
Progress Following a successful pilot the Garda Síochána has started a larger scale roll-out of devices across the organisation. The initial focus is on Roads Policing, and the initial apps that have been developed have focused on this area. 2,000 mobile devices were ordered in the year. These majority of these devices will be assigned to support roads policing and it expected that another 2,500 devices will be added in 2020.	
Assessment	Achieved
The successful pilot is welcomed, as is the phased roll-out. The Authority is looking forward to the benefits this will bring not just to the efficiency of roads policing but also the potential improvements in data quality that will result from replacing paper-based, manual systems. The devices have also reduced the need to ensure that all Garda stations have fixed network connections as these phones can be used to provide wireless connections in stations. The Authority looks forward to the development of additional apps for the devices including apps for integration with other ICT systems that are being developed.	
	Target 101 ECM Deployed in Eastern (Q3) and Southern Region (Q4) *
Description The Enterprise Content Management system is an IT system that will replace paper based files and record keeping with a cloud storage equivalent. It aims to improve the storage, sharing and management of investigation files. This is a large scale, multi-year project.	
Progress ECM was rolled out in 17 divisions by the end of the year. Some technical issues have been identified and are reported as being addressed.	
Assessment	Achieved
The Authority has received mixed feedback about the new system from different locations across the country. It is understood that any rollout of an IT system will generate technical issues that need to be resolved but it will be important to ensure that these issues do not result in users disengaging from the system.	
	Target 102 CAD Deployed in Western Region (Q1) and South and South Eastern Regions (Q3)
Description The Computer Aided Dispatch system is an IT system that enables dispatchers to send units to respond to calls from the public. The CAD project also includes the centralisation of dispatch in regional control rooms, where staff can see all available Garda Síochána units, which allows them to dispatch units effectively.	
Progress CAD was deployed in all the planned regions during 2019; all four regional control rooms are now operational.	
Assessment	Achieved
CAD has been rolled out to four locations and now offers the Garda Síochána a rich vein of information to enable the quantification of demand.	

	Target 103	
RDMS deployed to Garda College, Garda Central Vetting Unit, Fixed Charge Processing Office (Q3)		
Description		
<p>The Roster and Duty Management System is an IT system that is used for planning the duties that Garda members and staff will be assigned to. It is also used to record time off or rest days and to calculate overtime and some allowances. The system is being piloted and is expected to be rolled out over a number of years.</p>		
Progress		
<p>RDMS was rolled out in parts of the DMR in 2018 and in 2019 it was to be rolled out in several locations that were expected to be straightforward for deployment, i.e. areas without operational policing requirements. However, during the roll-out it was identified that, although the intention had been to bring Garda members and staff onto the same platform, there are difficulties in using the system as a 'time and attendance' system for Garda staff. It is now expected that there will be some parallel use of RDMS and the existing time and attendance system, and the pilot is returning to an operational area for the first roll-out of 2020.</p>		
Assessment		Partially achieved
<p>In the absence of a modern Human Resource Information System in the Garda Síochána the Authority has emphasised the importance of ensuring that RDMS is put in place in order to provide access to necessary information about where Garda members and staff are assigned and what activities they are undertaking. The effectiveness of the Operating Model will benefit greatly from this type of system.</p> <p>However, the Authority has observed that there is a corresponding risk that the RDMS is being asked to fulfil too many functions as a substitute for other, more appropriate human resource, financial planning and deployment systems. Although there are many benefits to standardising systems for Garda members and staff this should not override the need to ensure that the systems serve both cohorts effectively.</p> <p>The Authority considers this initiative 'partially achieved' as some rollout has taken place and it has been important to identify and address the issues that might arise in relation to Garda staff. However, the greatest value of the RDMS is in supporting operational policing therefore the Authority welcomes the return to an expansion of the pilot in operational areas in 2020.</p>		

Appendix 3: Summary RAG status throughout the year



Appendix 4: Summary RAG status by Chapter – June and December 2019



Appendix 5: 2019 Policing Plan RAG status

The status of each initiative during each month of the 9-month term of this Policing Plan is presented below. Red = off target, Amber = at risk, Green = on target. The Authority’s assessment of whether or not the initiative achieved its objective over the year is provided in the right-hand column.

Table 4: RAG Status of Policing Plan initiatives at year end, by month												
Ref.	Target	Priority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Authority Assessment
1. Community Policing												
1.1	1a	Reviewing Community Partnerships	Green	Green	Amber	Green	Amber	Red	Red	Green	Green	Achieved
	1b	Community Policing Framework	Green	Green	Amber	Green	Amber	Green	Green	Green	Green	Achieved
1.2	2	Diversity & Integration Strategy	Green	Green	Red	Red	Red	Red	Red	Red	Green	Achieved
	3	National Drug Strategy	Green	Green	Green	Green	Green	Green	Green	Green	Green	Achieved
2. Protecting People												
2.1	4	National Tasking Co-Ordination unit	Green	Green	Green	Green	Green	Red	Red	Red	Green	Achieved
	5	Recruiting Analysts	Green	Green	Green	Amber	Green	Red	Red	Red	Green	Achieved
	6	Regional Cyber Crime Units	Green	Amber	Amber	Amber	Amber	Red	Red	Red	Red	Not achieved
	7	GCCB Criminal Intelligence Function	Green	Amber	Amber	Amber	Amber	Red	Red	Red	Red	Not achieved
2.2	8	Crime Prevention & Reduction Strategy	Green	Green	Green	Green	Green	Red	Red	Red	Green	Achieved
	9	Assault Reduction Strategy	Green	Green	Green	Green	Green	Green	Green	Green	Green	Achieved
	10	Disaggregate Domestic Assaults	Amber	Green	Green	Green	Green	Green	Green	Green	Green	Achieved
	11	Bureau of Child Diversion	Green	Green	Green	Green	Green	Green	Green	Green	Green	Achieved
	12	Online Youth Diversion Course	Green	Green	Green	Green	Green	Green	Green	Green	Green	Achieved
	13	National Recidivism Unit	Green	Green	Green	Green	Green	Green	Green	Green	Green	Partially achieved
2.3	14	OCG Threat Matrix	Green	Green	Green	Green	Green	Red	Red	Red	Green	Achieved
	15	Reporting OCG Targeting	Green	Green	Green	Green	Green	Green	Green	Green	Green	Achieved
	16	CAB Awareness Campaign	Green	Green	Red	Green	Green	Green	Green	Green	Green	Achieved
	17	Expanding GoAML	Green	Green	Green	Green	Green	Green	Green	Green	Green	Achieved

Ref.	Target	Priority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Authority Assessment
2. Protecting People – continued												
2.3 <i>cont.</i>	18	Armed Response 24/7										Partially achieved
	19	GNECB Liaison Units										Not achieved
2.4	20	IMS Deployment										Achieved
	21	Prüm Biometric Data Exchange										Partially achieved
	22	Schengen IT System										Achieved
	23	Detections Improvements Plan										Partially achieved
	24	Homicide Review Plan Implementation										Achieved
2.5	25	Divisional Protective Services Units										Partially achieved
	26	Sexual Assault Detections										Achieved
	27	TUSLA information Sharing										Not achieved
	28	AGS/TUSLA Working Protocol										Achieved
	29	Domestic Abuse Risk Tool										Partially achieved
	30	Victim KPIs										Partially achieved
	31	Investigation Conclusion Call Backs										Not achieved
	32	Incidents of Coercive Control										Achieved
	33	Hate Crime Policy										Partially achieved
	34	In-Person Contact Victim Domestic										Partially achieved
2.6	35	Victim Assessments										Not achieved
	36	Missing Person Status										Not achieved
	37	LifeSaver Detections										Partially achieved
	38	Roads Policing Operations Plan										Achieved
	39	Crowe Horwath Recommendations										Achieved
	40	Roads Policing Members										Partially achieved
	41	FCN Recording Delay										Not achieved

Ref.	Target	Priority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Authority Assessment
3. A Secure Ireland												
3.1	42											Out of scope
	43											Out of scope
	44											Out of scope
	45	6 Cs Stay Safe Campaign										Achieved
3.2	46	Identify Security Requirements										Achieved
	47	CHIS Code of Practice										Partially achieved
3.3	48											Out of scope
	49											Out of scope
	50	Major Emergency Management										Achieved
4. A Humans Rights Foundation												
4.1	51	Human Rights Unit										Achieved
	52	Human Rights Strategy										Achieved
	53	Identify Human Rights Issues										Partially achieved
	54	SHRAC										Achieved
4.2	55	Code of Ethics Training										Partially achieved
	56	Human Rights of the Vulnerable										Not achieved
5. Our People - our greatest resource												
5.1	57	Learning & Development Strategy										Partially achieved
	58	Learning & Development Exec. Director										Not achieved
	59	Learning & Development Review Group										Not achieved
	60	New Uniform Procurement										Achieved
5.2	61	People Strategy										Partially achieved
	62a	Recruitment - Gardaí										Achieved
	62b	Recruitment - Garda Staff										Achieved
	63	Recruitment - Garda Reserves										Achieved
	64	Census & Workforce Plan										Partially achieved

Ref.	Target	Priority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Authority Assessment
5. Our People - our greatest resource – continued												
5.2 <i>cont.</i>	65	Job Specifications										Partially achieved
	66	Garda Redeployment										Partially achieved
	67	Promotion Selection Methods										Partially achieved
	68	Identifying Non-Core Duties										Achieved
	69	Garda Reserve Strategy										Partially achieved
5.3	70	Leadership Training Programme										Achieved
	71	Governance Training										Achieved
5.4	72	Staff Culture Engagement										Achieved
	73	Local Intervention Initiative										Achieved
5.5	74	Performance Management										Not achieved
	75	PALF Engagement										Not achieved
5.6	76	Garda Probation Monitoring Policy										Partially achieved
	77	Discipline Processes Review										Achieved
	78	Anti-Corruption Unit										Partially achieved
	79	Anti-Corruption Policy										Partially achieved
5.7	80	Health, Welfare and Wellness Strategy										Partially achieved
	81	Post-Incident Support										Partially achieved
6. Transforming our Service												
6.1	82	Management of New Rostering										Partially achieved
	83	Estate Management										Not achieved
	84	Procurement Process										Achieved
6.2	85	Operating Model										Achieved
	86	Divisional Policing Model										Achieved
6.3	87	Costed Policing Plan										Not achieved
	88	Budget & Sanctions Framework										Partially achieved
	89	Corporate Governance Framework										Achieved

Ref.	Target	Priority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Authority Assessment
6. Transforming our Service – continued												
6.3 <i>cont.</i>	90	PAF Phase 2										Achieved
	91	Risk Management Framework										Not achieved
6.4	92	Head of Internal Communications										Achieved
	93	Internal Communications Strategy										Achieved
	94	Social Media Engagement										Achieved
6.5	95	Chief Data Officer										Achieved
	96	Data Collection and Management										Partially achieved
	97	GISC Service Level Targets										Not achieved
	98	Data Quality Assurance Plan										Partially achieved
6.6	99	Digital Strategy										Achieved
	100	Mobile Devices Procurement										Achieved
	101	ECM Deployment										Achieved
	102	CAD Deployment										Achieved
	103	RDMS Deployment										Partially achieved

Note: Initiative 1.1 “Community Policing Framework” was split into two initiatives, “Reviewing Community Partnerships” and “Community Policing Framework” for reporting purposes from September. Both elements of the recruitment initiative 5.6, i.e. recruitment of Garda members and recruitment of Garda staff, were reported on separately throughout the year.