Policing Authority Assessment of Policing Performance

July 2019

Contents

Foreword

This is the third report from the Authority presenting an assessment of the performance of the Garda Síochána against the annual, statutory policing plan. The 2019 Policing Plan is the first of three annual plans that will seek to implement the Garda Síochána's Statement of Strategy 2019-21, with its stated mission of *Keeping People Safe*.

The Garda Síochána has made substantial progress against the commitments in the 2019 Policing Plan. In contrast to previous years, most of the commitments are 'green' at the half-year mark signalling that they have been achieved, or that they remain on track to be achieved, by year end. This is a significant improvement on previous years, both in the robustness of the planning process and the delivery of results.

In its last report, published earlier this year, the Authority expressed its concerns regarding the primacy, content, resourcing and embedding of the Policing Plan and the need for the planning and performance culture to mature. The Authority has observed improvements across each of these concerns. The Policing Plan is now central to the discussions at the Garda Síochána Senior Leadership Team, with an increased emphasis at top management level on leadership and on individual and collective accountability for delivery against it. There is now collective consideration of how it can best be resourced. There is an alignment between the content of the Policing Plan and the Strategy, and actions have been taken to promote the centrality of the Policing Plan to the work of Garda divisions.

The challenge will now be to deepen that accountability and expand the focus on performance and delivery throughout the organisation at all levels and connect it to the performance management systems being deployed – currently PALF for Garda members and PMDS for Garda staff. A second observation is that key enabling pieces of work, which required consideration and consensus amongst the leadership of the organisation as to the structural and cultural direction of the Garda Síochána, are being delivered. This work required the leadership of the organisation to determine how best its resources and capability could be structured and deployed to deliver a responsive, modern policing service. This work was overdue and it is encouraging that there now appears be a capacity for consensus that is allowing this work to proceed.

The progress made to date does not take away from the challenges that remain to the achievement of the 2019 Policing Plan, and the Authority continues to emphasise the need for urgent and continued attention to the enablers of change – ICT, Finance, HR and Accommodation.

Unfortunately, the Authority has not been in a position to provide an assessment of performance in relation to the crime and detection targets contained in the Policing Plan – targets set by the Gardaí for themselves as part of a new approach to measurement that they wish to pursue. In the context where crime data are still "under reservation" by the CSO, new approaches may be welcomed but must be implemented. However, insufficient information has been provided by the Garda Síochána at this time to enable the Authority to take a view. This is concerning, not just in terms of our ability to provide the public with a sense of the progress being made, but also because it raises questions as to the organisation's ability to monitor its own performance in this critical area for any police service. The Authority will undertake a separate assessment of the material once received.

Josephine Feehily
Chairperson

Executive Summary

This is the first of two reports that will present the Authority's assessment of the Garda Síochána's performance against the annual Policing Plan 2019. It sets out the progress to the end of June 2019.

Performance against the Policing Plan in the first six months of the year has been focused, and it is substantially on track. This is in stark contrast to the position at this time in 2018, when over half of the commitments in the 2018 Policing Plan were either 'at risk' or 'off track'.

The Authority has, in previous reports, raised questions as to how central the Policing Plan is to the day to day operations of the organisation and whether it is in fact an articulation of its priorities. The Authority has seen evidence in 2019 that the Policing Plan is now fundamental to the organisation's management processes at senior level and is aligned to the organisation's strategy. The development of divisional policing plans to a common template and the enhancement of the Performance and Accountability Framework at local level, with an emphasis on performance against the Policing Plan, is assisting in positioning the national plan as the expression of the organisation's commitments to the community.

Focused attention and leadership has seen tangible, visible progress being made in the achievement of Policing Plan commitments and there is now a sense of pace.

Garda redeployment targets were met in Q1 and Q2, which means that nearly 500 Garda members have been redeployed since the start of the programme – and almost half of those were in the first half of 2019, including redeployments at higher levels in the organisation.

Key foundational pieces of work that required thought, discussion, shared focus and consensus within the leadership of the organisation as to the desired structure and culture of the Garda Síochána, are now beginning to be delivered. The organisation has succeeded in reaching a settled view in relation to key areas such as the People Strategy, a new Operating Model for the organisation and the ICT Strategy. Work is almost complete on the Community Policing Framework, Diversity and Inclusion Strategy and Reserve Strategy. Work has commenced on areas such as anti-corruption, changes in the approach to discipline and the approach to recruitment, all of which will underpin and support cultural reform. These are all enabling pieces of work, long overdue and within the control of the organisation to deliver. It is heartening to see this work now been undertaken with purpose.

The Authority has frequently sounded stark warnings of the risks associated with the apparently inattention to the enablers of change. In its report number 7 to the Minister, the Authority cautioned that the pitfalls that flowed from this lack of attention, that had so limited the realisation of the objectives of the Modernisation and Renewal Programme, could equally imperil the implementation plan. It is a source of considerable reassurance that much progress is being made in this area.

Those areas of the Policing Plan which are currently marked as at risk or off track are impacted by this perennial issue of the 'enablers' – namely resourcing, ICT and accommodation. It is positive that there is an increased focus on enablers, and that representatives from the enabling functions are now being asked to the table when a project is being considered for approval by the Executive. It will be vital that a concerted focus on the enabling functions across all the competing demands is maintained rather than considering them on a case by case basis. What is required now is the ever closer integration of the approach to these so that a clear set of priorities can be established across the organisation setting a solid basis for future development.

The further development and sustained support for an integrated approach to these fundamental underpinnings of change and transformation will be the key to, and the test of, the Garda Síochána's success in its restructuring.

Notwithstanding the progress made in many areas of the Policing Plan, the Authority is not in a position at this time to make comment on the Garda Síochána's performance regarding levels and detections of crime. The Garda Síochána sought to change its approach to reporting on the number of incidents and detections across all crime types in 2019. The new approach would present the rate of crime incidents per 100,000 people. There has been a delay in the generation of these reports, which would set out the necessary performance information. While some alternative reporting has been provided, it is insufficient to allow the Authority to take a view on this important aspect of performance at this time. Crucially, it calls into question how the Garda Síochána is, at management level, monitoring and assessing performance in the absence of available reporting. The Authority will return it its assessment of this element of the Policing Plan in the autumn.

The Authority is encouraged by the pace and delivery of performance against the 2019 Policing Plan. Key challenges for the remainder of the year will entail tackling the issue of the enablers – accommodation, ICT and HR – which will become more pressing as key strategies require to be implemented. Prioritisation will also be a challenge, in the event that financial pressures mitigate against the achievement of key commitments.

Context

This section sets out 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 that sets out what the Garda Síochána is committed to achieving in any year.
>
> The Policing Plan gives effect to the Garda Síochána Strategy and sets out a range of commitments, with accompanying targets and measures, by which their achievement will be measured. This is the first plan prepared under the Garda Síochána's Mission & Strategy 2019 - 2021 ('the Strategy'). This review makes reference to the relevant objectives and outcomes contained in the Strategy, as it assesses performance under each chapter of the Policing Plan.
>
> The Policing Plan is drawn up by the Garda Síochána, in accordance with the Garda Síochána Act and is formally laid before the Houses of the Oireachtas. The current plan is based on the six chapters in the Strategy. These are:
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> - Community Policing
> - Protecting People
> - A Secure Ireland
> - A Human Rights Foundation
> - Our People-our greatest resource
> - Transforming Our Service
>
> The individual initiatives and commitments in the Policing Plan are decided upon by the Garda Commissioner. The targets and measures in the Policing Plan are determined by the Policing Authority, in accordance with the Garda Síochána Act 2005.

Policing Plan 2019 and the Mission & Strategy 2019 – 2021

The Policing Plan 2019 is the first Policing Plan prepared under the new Mission & Strategy 2019 – 2021, *Keeping People Safe* ('the Strategy'). The Authority welcomes this new Strategy and the simple, clear vision it presents. The Authority also welcomes the alignment between the objectives and targets of the Strategy and the Policing Plan 2019. In previous reports, the Authority has commented on the difficulties caused for the organisation in trying to meet the demands of more than one organisation-wide plan and the apparent tensions between the need to service and resource the annual Policing Plan and the then Modernisation and Renewal Programme.

The Garda Síochána is also responding to the Government's Policing Reform programme, which is based on the report of the O'Toole Commission. Its recommendations were reviewed by a new office in the Department of the Taoiseach – the Implementation Group for Policing Reform (IGPR) – which created a report setting out how the recommendations are to be achieved. This report, A Policing Service for the Future (PSF), covers the entire implementation period from 2019 to 2022.

The majority of the 2019 actions assigned to the Garda Síochána under the PSF are included in this year's Policing Plan.

The alignment between the Statement of Strategy and the Policing Plan 2019, which contains almost all of the modernisation initiatives required by the PSF, means that there is no ambiguity as to where effort and focus is required by the organisation.

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. A minimum of four of these meetings are held in public. Performance is also reviewed in depth in the Authority's Policing Strategy and Performance Committee ('the Committee') meetings, which happen at least 8 times a year. The Authority's Garda Organisation Development Committee reviews performance with a broader focus on the enablers of change; the resources that the Garda Síochána requires in order to undertake large-scale change projects.

Throughout the year the Authority and the Committees review and analyse internal and external reporting from and about the Garda Síochána. This includes:

- Monthly internal reports on performance against the Policing Plan;
- Other internal monthly and regular reporting, such as the Commissioner's Monthly Report to the Authority;
- Operational figures across a range of crime types;
- The quarterly Public Attitudes Survey;
- Relevant reports from other third parties, such as the Garda Inspectorate and the CSO; and
- Review of news media from this and other, similar jurisdictions.

The Authority also has a programme of visits during the year. These provide an opportunity to review evidence of performance in person, and include:

- Visits to specialist units and meetings with Garda Síochána members and staff at all levels;
- Engagement with stakeholders, including representatives of minority groups
- Engagement with probationer Garda members in Templemore;
- Visits to Garda stations and units throughout the country; and
- Visits to Joint Policing Committees.

During these visits and meetings, members and staff of the Authority:

- Engage formally and informally with Garda Síochána members and staff;
- Observe internal Garda Síochána meetings and training;
- Review Garda Síochána facilities (e.g. custody suites, station facilities);
- Observe examples of systems as they are used (e.g. call taking in GISC); and
- Attend operations (e.g. checkpoints).

All of the evidence and experience gathered through these different types of engagement are pulled together to inform discussion between senior Garda management and the Authority and its Committees, in private and in public.

How does the Authority report on policing performance?

Since 2018, the Authority has prepared two assessments of policing performance in a year. One assessment is prepared in the middle of the year while the Policing Plan is still active, and one

assessment is prepared at the end of the year when the Policing Plan period is complete. These assessments give greater transparency to the work undertaken by the Authority, as well as informing the public as to what has been achieved by the Garda Síochána against the commitments given in the Policing Plan for that year.

This report is issued in July 2019 and covers the first half of the year.

This report considers performance against the objectives in the Policing Plan, by chapter. Since the achievement of the objectives of the Policing Plan is a work in progress, this review will consider what has been done and also what remains to be achieved in the year. It will include reference to key performance indicators, such as crime statistics and targets related to the Public Attitudes Survey.

As in previous assessments, the conclusions section expands on some of the broader themes arising from the Authority's review of the Garda Síochána's performance. The section will highlight areas or risks that the Authority sees as critical to ensuring the success of the Policing Plan in 2019.

Review of Performance in Numbers

In previous Policing Plans, numerical targets were included throughout the various chapters. This year almost all of the numerical targets in the Policing Plan have been included as a separate chapter at the front of the report. This reflects the fact that many of the targets are now linked to the Strategy, rather than to specific initiatives taking place in 2019. The Garda Síochána has also changed its approach to how it defines numerical targets for the period of the new Strategy. This has caused some difficulties for presenting figures to the Authority and, as a result, a full progress assessment cannot be made at this time.

Progress

- *An assessment is not available at this time.*

Risks

- The changed approach to reporting, which will present the levels of crime and detection of crime using a rate per 100,000 of the population, is not yet complete. The absence of trend reporting may reduce the ability of the Authority and Garda management to monitor and oversee long-term performance across all key crime indicators.

- The changed approach to targets and assessment on Public Attitudes Survey indicators may not be sufficient to identify trends in performance.

- Data provided by the Public Attitudes Survey may be under-utilised.

Changed approach to target setting

During 2018, the Garda Síochána missed the majority of its numerical targets for incidents of crime, detections of crime and public perception as measured by the Public Attitudes Survey (PAS). Those targets were either based on meeting a specific number of incidents or detections, or achieving a specific percentage on responses to PAS questions. The Garda Síochána made an argument to the Authority that for the period of the new Strategy (2019-21), it would make more sense to report on the trends in figures rather than the absolute numbers.

Trend reporting has formed part of the Garda Síochána's internal reporting for some time and has provided helpful context for the Authority's oversight of performance. The Authority's view of performance is informed by more than the achievement of absolute targets. For example, the reduction in road deaths over the past several years has been reported as an extremely positive trend by the Authority, even though the target numbers set in the Road Strategy have not been reached.

There can be difficulties in defining absolute targets for numbers of crimes reported or detected. The Garda Síochána's detections figures are known to be unreliable, and the Central Statistics Office (CSO) has reflected this by putting a 'reservation' on these figures. It has been argued that making direct comparisons between years, or against a specific target, can be less informative than looking at the trends. It may also be the case that changes in public attitudes are more clearly identifiable over a longer term, such as the term of the Strategy.

The Authority has identified some concerns with this approach. Removing numerical targets could make it difficult to understand whether or not a desired level of performance has been achieved; figures for detections may improve but still be much lower than the public would expect. However, after extensive consideration and discussion with the Garda Síochána, the Authority agreed the change to trend reporting without specific targets.

Public Attitudes Survey

The PAS is conducted on behalf of the Garda Síochána and is an important barometer by which public confidence in the policing service is measured. It covers a range of areas including trust, fear of crime and victim satisfaction. PAS results are used by the Garda Síochána as a measure of performance. However, it must be remembered that there is extent to which all of the responses from people surveyed reflect perception rather than experience. Some changes may reflect current events and media reporting, rather than being based on interactions with employees of the Garda Síochána.

1500 individuals are surveyed each quarter, and a quarterly bulletin is produced that highlights the responses to certain questions. The results from the quarterly surveys are aggregated each year and a full year survey is produced, which contains more detailed analysis as it is based on the full sample of 6000 individuals.

Twelve measures from the PAS were used in the 2019 Policing Plan. These measures are included in every quarterly PAS. The quarterly PAS is typically produced within three months of the end of the quarter, therefore the second quarter (end of June) results are not available for review in this report.

For the period of this Strategy the Garda Síochána has proposed that the targets should be directional, so that the percentages of individuals responding positively to survey questions should be increased by 2021, and those responding negatively should be decreased by 2021.

Public Attitude Survey Results

Table 1: Public Attitudes Survey targets included in the Policing Plan			
Performance Indicator	**Q4 2018**	**Q1 2019**	**Direction**
The Garda Síochána listens to the concerns of local people	70%	71%	↑
Medium or high levels of trust in the Garda Síochána	89%	90%	↑
The Garda Síochána treats everyone fairly, regardless of who they are	62%	65%	↑
The Garda Síochána is well managed	42%	45%	↑
Fear of crime has no impact on quality of life	63%	65%	↑
Garda visibility: aware of Garda patrols in the local area	38%	38%	=
The Garda Síochána is effective in tackling crime	60%	61%	↑
The Garda Síochána is community focussed	66%	65%	↓
Satisfied with the service provided to local communities	76%	75%	↓
Victims of crime are very or quite satisfied with how the Garda Síochána handled their case	59%	66%	↑
Crime is a very serious or serious problem locally	16%	16%	=
The Garda Síochána does not deal with things that matter in the community	34%	34%	=

The results from the Public Attitudes Survey have been presented in Garda Síochána reporting as a direct comparison between Q4 2018 and Q1 2019, and a directional arrow has been assigned. In some cases the desired direction is up, e.g. more respondents think that Garda Síochána listens to the concerns of local people; in some cases it is down, e.g. fewer respondents think that crime is a serious or very serious problem locally. The colour assigned to the direction in the table indicates whether or not the change is positive or negative, rather than up or down.

Although the results presented appear to be positive, it is not possible to determine from the information provided whether this change is significant or valid. A difference between Q4 2018 and

Q1 2019 cannot show a trend over time, and is not consistent with the proposed change to a trend-based approach.

The Authority has reviewed the Q1 results against the 2018 Full Year results, which might be more indicative of the trend over time, and some differences are seen (marked with an asterisk).

Table 2: Public Attitudes Survey targets included in the Policing Plan (Q1 vs 2018)			
Performance Indicator	Full Year 2018	Q1 2019	Direction
The Garda Síochána listens to the concerns of local people	70%	71%	↑
Medium or high levels of trust in the Garda Síochána	90%	90%	=*
The Garda Síochána treats everyone fairly, regardless of who they are	65%	65%	=*
The Garda Síochána is well managed	39%	45%	↑
Fear of crime has no impact on quality of life	64%	65%	↑
Garda visibility: aware of Garda patrols in the local area	38%	38%	=
The Garda Síochána is effective in tackling crime	57%	61%	↑
The Garda Síochána is community focussed	66%	65%	↓
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%	66%	↑
Crime is a very serious or serious problem locally	19%	16%	↓*
The Garda Síochána does not deal with things that matter in the community	34%	34%	=

Including 2017 figures, which would be valid in determining a trend, could change the assessment of direction further. For example, 'fear of crime has no impact on quality of life' was far higher in 2017 than in 2018 or Q1 2019. Review of the quarterly figures also shows that there is a certain amount of variability in the responses, even when the responses are stable. For example, 'medium or high trust' in the Garda Síochána has bounced between 88% and 92% over the past 9 quarters. Treating a 1% increase or decrease as positive or negative does not seem to be valid in cases like this.

For that reason, although it appears probable that there has been some improvement in certain responses, particularly in the perceptions that the Garda Síochána is 'well managed' and that 'crime is a serious or very serious problem locally', further analysis needs to be done by the Garda Síochána to confirm this. The Authority is of the view that the approach to reporting needs to be refined further, so that it accurately reflects trends, including greater clarity around what level of response might be considered to be within a normal range. Until then, the Authority is not proposing to conclude on whether or not targets have been met.

'Don't Know' Responses

Over the past two years, the Authority has noticed that there has been an increase in 'don't know' responses to a number of questions in the PAS. Where the number of 'don't know' responses is significant, the responses to questions are shown both including and excluding the 'don't know' responses. The figures shown in the two tables above are based on the inclusive figures, although the Garda Síochána often quotes the exclusive figures in its communication with the public. The reporting of both figures in the PAS also appears, on occasion, to have caused some confusion in media reporting.

There is an argument that 'don't know' responses are not valid and can therefore be excluded; this suggests that 'don't know' is the same as not having an opinion. For example, 45% of survey

respondents thought that the Garda Síochána was well managed, but – of those that had an opinion – 54% thought that the Garda Síochána was well managed. The Authority's difficulty with this is that it is not clear that 'don't know' is always the same as not having an opinion, but might instead indicate the presence of doubt, and may not be benign. It should concern the Garda Síochána that 20% of respondents said that they 'don't know' if the Garda Síochána treat everyone fairly.

The table below shows the figures including and excluding 'don't know' responses, where relevant, and a calculation of the % of respondents who said 'don't know'.

Table 3: Level of 'Don't Know' responses in the Public Attitudes Survey Policing Plan targets			
Performance Indicator	**Q1 2019 Incl. DK**	**Q1 2019 Excl. DK**	**Don't Knows**
The Garda Síochána listens to the concerns of local people	71%	84%	15%
The Garda Síochána treats everyone fairly, regardless of who they are	65%	81%	20%
The Garda Síochána is well managed	45%	54%	17%
The Garda Síochána is effective in tackling crime	61%	67%	9%
The Garda Síochána is community focussed	65%	72%	10%
Satisfied with the service provided to local communities	75%	79%	5%
The Garda Síochána does not deal with things that matter in the community	34%	41%	17%

This has been raised with the Garda Síochána and although the Authority notes that the Garda Síochána is reporting its performance on the Policing Plan indicators based on the figures that include 'don't know' responses, it is still not clear how the Garda Síochána is proposing to tackle the level of 'don't know' responses or what it understands might lie underneath them.

Use of the Public Attitudes Survey

The Authority has observed in previous reports that the PAS and the information it provides appears to be under-utilised within the organisation. The PAS is a tool that should be the start of analysis rather than an end in itself. The additional analysis provided in the full year PAS provides more detailed survey results, breaking down the results by demographic for example, but it does not delve into the 'why' behind the results. The PAS results should prompt additional investigation by the Garda Síochána, including into why so many of the responses are 'don't know'; why certain indicators can seem to be contradictory; or, what has driven significant movements.

The answers to these questions could result in changes to the survey in order to derive more meaning from it, or could result in changes to operational practices. The Authority would welcome the inclusion of more nuanced and deeper analysis in its internal reporting and, potentially, in the PAS quarterly and full year results.

Crime Trends

The Garda Síochána has also indicated a preference to move to measuring crime in rates per 100,000 people, rather than absolute numbers, which is more standard internationally. The Authority has no objections to this, although it notes that different crime classification and counting rules in different countries can make direct comparisons difficult. However, using a population-based measure may allow the Garda Síochána to start making better comparisons between its own regions or divisions, which could be a useful tool for monitoring performance or making decisions about where to allocate its resources.

The Garda Síochána had hoped to be able to report under the new rates per 100,000 from the start of this year's Policing Plan but there have been some technical difficulties in creating the reports. Every monthly report received by the Authority under the new Policing Plan has contained 'data awaited' or 'provisional data' against a number of the indicators. In the meantime, some reporting of trends has been provided in the numbers of incidents, however these reports have also experienced recent bugs, and the Authority will need to be satisfied that these have been addressed before the reports can be relied upon.

The Garda Síochána manages its activities through reviewing monthly reports of incidents and detections. These are shared with the Authority, but these are sensitive, operational reports that are limited in terms of providing a view of the long-term trend. They are not sufficient to make a clear assessment of performance against the Policing Plan targets. The Authority has been assured that trend reporting will be produced by October, and the Authority will return to this in the autumn. The Authority is of the view that maintaining the previous approach to numerical targets, and reporting for the nine months of this Policing Plan, might have been preferable as it would have provided a number of months for the Garda Síochána to develop and test its new approach. Instead, there is a transitional period in which it is not clear how the Garda Síochána is monitoring its own performance against the new targets.

While delivery against the many areas of work within the Policing Plan has been good, the inability of the Authority to make an assessment as to performance in terms of crime levels and crime detection, due to the lack of relevant information, is significant. The work that has progressed and the Policing Plan commitments that have been fulfilled, as outlined in the remainder of this report, should ultimately improve the service to the public. However, for the general public, the Garda Síochána's performance and delivery in preventing and detecting crime is a more immediate concern and is not presented in this report.

Chapter I: Community Policing

The Garda Síochána's 2019 – 2021 organisational objective for this strategic pillar is to "agree, communicate, resource and implement a new approach to community policing". The themes in the Strategy that support this pillar are:

- Partnership development;
- Protecting the vulnerable;
- Listening and responding; and
- Visible policing.

There are three significant initiatives in this chapter of the Policing Plan: an agreed Community Policing Framework; publication of a Diversity and Integration Strategy; and, implementation of the relevant goals of the National Drugs Strategy 2017 – 2025.

Progress

- The Community Policing Framework is scheduled for completion in July, following significant levels of engagement internally and with external stakeholders.
- The Diversity and Integration Strategy has been drafted, following a consultation process with a broad range of stakeholders, and the draft circulated for final comment.
- Actions have been taken in line with the National Drugs Strategy.

Risks

- While the work undertaken to develop the Community Policing Framework and Diversity and Integration Strategy is significant, the delay in their finalisation leaves little time for their implementation in 2019, mitigating against the likelihood of their having an impact in this year.

Overview

The lack of a settled view of what community policing is within the Garda Síochána, and how it should be structured and resourced, has been a serious concern for the Authority for a number of years. A clear approach to community policing promotes consistency in the service provided to the public, as well as informing training and resourcing of this area of policing. This framework, once agreed, promises to set out how a visible, responsive, policing service tailored to community needs will be delivered. It will be a significant statement of intent and purpose.

Significant changes are being made to the organisation's structure through the implementation of the Local/Divisional Policing Model. An understanding of what community policing is and how it is going to be delivered will inform the roll-out of that model. There has been work undertaken to develop a framework and it is expected that this will be presented to, and finalised by, the Garda Síochána Executive team in July. The Authority is looking forward to a presentation on the new framework in September, and to understanding how it will deliver responsive community policing.

The Diversity and Integration Strategy has been drafted and there has been some initial discussion with the Garda Síochána about its content. The Authority is aware that there has been a significant amount of consultation with stakeholders for this Strategy and it will be important that it is finalised and implemented. The organisation has taken a number of visible actions to encourage diversity over the last number of months, including the approval of appropriate headwear for members of the Sikh

and Muslim communities as part of the uniform and a focus on diversity in the latest recruitment campaign.

Progress has also been reported against the Garda Síochána's responsibilities under the National Drugs Strategy, including the appointment of divisional inspectors for drug-related intimidation; cooperation with other agencies and NGOs on related research; consultation on safe injection centres; and, consideration of alternatives to prosecution for minor possession.

Chapter II: Protecting People

The Garda Síochána's 2019 – 2021 organisational objectives for this strategic pillar are "protecting people from crime" and "keeping people safe on our roads". The themes in the Strategy that support this pillar are:

- Reducing crime and the fear of crime;
- Information-led policing;
- Investigation standards;
- Supporting victims; and
- Road safety.

This chapter contains nearly 40% of the initiatives in this year's Policing Plan. These are directed at increasing the organisation's capacity and effectiveness to prevent, respond and detect crime, as well as improving services to victims of crime.

Progress

- The national tasking and co-ordination function is being developed and work is ongoing to integrate this into a new criminal intelligence model.

- Analyst recruitment is continuing.

- Progress has been reported on the development of a strategy for the reduction of assaults.

- Lessons have been learned from the pilot of the Investigation Management System (IMS) and preparation for roll-out in the South Eastern Region has started.

- An objective requiring improved detections has been incorporated into local policing plans.

- The Homicide Review is nearly complete; some recommendations are already being implemented.

- European information sharing initiatives are on track.

- Divisional Protective Services Units (DPSUs) are being rolled out across the country.

- Incidents of coercive control are being identified and measured for the first time.

- Governance and technology improvements are producing gains for Roads Policing.

- LifeSaver offence detections have increased in all areas since the same period last year.

Risks

- Staff shortages, policy gaps and training costs may impact on the effectiveness and speed of the roll out of the Investigation Management System (IMS) across the country.

- Cyber Crime and Economic Crime unit expansion may be affected by staff shortages.

- Resources required by the Schengen project may have an increasing impact across the organisation.

- The number and pace of recruitment of analysts is unlikely to be sufficient to provide the services needed.

- The original scope of DPSUs may be too wide or staffing levels insufficient as existing DPSUs report that they cannot take on all the types of crime they were put in place to address.

- The information sharing protocol with TUSLA may not be achievable as it may require a change to legislation that is outside the control of the Garda Síochána.

- Victims may not be appropriately supported if victim assessments are not completed on time and call backs do not happen at the end of investigations.

- Missing person investigations may not be reviewed on a timely basis.

- Roads Policing targets may not be met due to staff numbers.

- Initial rapid progress with actions under the Crowe Horwath report may slow down as the remaining recommendations are more complex and some may not be achievable in the absence of legislation.

Overview

More than two-thirds of the initiatives in this chapter were still on target by the end of June. This is a substantial improvement over 2018, where most of the crime-related and nearly all of the roads policing initiatives were off target for most of the year.

Reducing crime and the fear of crime

Almost all of the initiatives aimed at reducing crime and the fear of crime are on target. This includes initiatives that are aimed at addressing the threat from organised crime groups and depriving criminals of the proceeds of crime. The only exceptions are the Garda National Economic Bureau Liaison Unit and the Regional Cyber Crime Units, which continue to be at risk due to staffing issues.

The expansion of armed response capacity across the regions is experiencing difficulties with staffing. The June target for the Armed Response Units was to achieve capacity to provide a 24 hour service in the DMR, Southern and Western Regions. Although capacity has increased, it is not yet at the expected level. For example, the Western Region received 5 new members recently and is operating for 20 rather than 24 hours per day. Challenges for coverage are exacerbated by pressures which the ASU is facing in the Northern Region. The concentration of activity around Louth means that the Western Region ASU is being called to cover Donegal and other parts of the Northern Region. These pressures are contributing to a useful debate within the organisation about the optimal size and compositions of the ASUs. The Authority understands that the roll out of the ASUs will have the effect of reducing the organisation's armed footprint – the numbers of guns issued to members across the organisation. As regional armed capability is increased, this will reduce the requirement for members outside of these units to carry arms. This is an aspect of the ASU roll out which the Authority will continue to monitor.

The implementation of the recommendations from the examination of Youth Referrals is on target through the new Child Diversion Unit, despite reported staff shortages. Considerable work has been undertaken within the unit to scope out, in detail, the breadth and nature of the work involved in the implementation of the recommendations and the resourcing required to deliver within the timeframes anticipated within the implementation plan.

There is also a concern that some of the actions require the involvement of Garda ICT, which itself has restricted capacity due to its commitments to other projects, particularly Schengen, and that this could impact the Child Diversion Unit's ability to deliver the plan within the deadlines set. The completion of a youth diversion e-learning course by 70% of members by year end is currently ahead of schedule with almost 42% of members having completed the course by the end of quarter 2.

Progress is being reported on projects expected to be complete later in the year, including: the review of the Crime Prevention & Reduction Strategy; the development of an Assaults Strategy; and, the creation of a National Offender Recidivism Unit to tackle repeat offending. The initiative to record domestic assaults, as distinct from other assaults, is continuing. While this is positive, the quality of recording domestic assaults means that the figures may not yet be reliable.

Information-led policing

The development and implementation of a dedicated national co-ordination and tasking function is expected to have a significant impact on how the Garda Síochána responds to crime. It is understood that this national model will be supported by an integration of the Criminal Intelligence Officers with regional Crime Coordination and Tasking Units. It will be important that there is a clear sense of the purpose of the regional tasking units and how the various elements of the model work together. The Authority has observed a number of different practices within the units across the country and a general acknowledgement that there are differences in how they are operating and their own sense of the purpose of the unit. A clear expression of what that purpose is will determine the nature and level of resourcing that will be required.

Analytical capacity is limited across the Garda Síochána. Although analysts are being recruited, there are currently between 30 and 40 analysts in the organisation; recruitment of new analysts is expected to increase this to around 60. The Authority has been advised that equivalent police forces to the Garda Síochána have between 200 and 400 analysts, therefore there appears to be considerable scope to extend this function. The need for analysts across a range of areas, including intelligence, GISC, and business analysis for finance or ICT, has been repeatedly raised with the Authority. However, the Authority has also raised questions about the consistency of the tasks given to analysts, and its impact within the organisation. It may be that increased consistency could allow the Analysis Service to bring more value to the organisation, even within current numbers. The Garda Síochána may wish to consider what it would regard as the optimum level of resourcing for this function in this context.

The extent of organised crime and the work undertaken by the Garda Síochána has been reported widely in the media again in 2019. The Garda Síochána provides quarterly reports to the Authority on the significant work being undertaken in the area of organised crime and other Special Crime Operations. Progress has been made on the development of the Organised Crime Group risk assessment matrix which, in tandem with the development of the Criminal Intelligence Model and tasking and coordination units, will support the targeting of operations.

The European initiative Prüm, which facilitates the exchange of biometric data with other member states, is progressing. Fingerprint information is now being shared with Austria, and contact has been made to start the testing of the system with the Netherlands.

The element of the Schengen project that is included in the year's plan has not started yet, therefore no formal report has been provided. However, the Authority continues to engage with Garda ICT on the progress of the overall multi-year project. Although there have been some delays with this project, it is still expected to meet its target to 'go live' in early 2020.

The implementation of Schengen is having significant effects across the organisation. The level of effort required to make sure that Schengen is finally delivered has meant that day to day ICT operations are being affected. Changes to PULSE, requested from all areas of the organisation, have had to be placed in a queue behind Schengen changes. Training capacity within the organisation will

be significantly affected by the training requirements of the new system as the 'go live' date gets closer. GISC testing has also shown that incorporating Schengen requirements will increase the average time taken on calls and mean that more staff are required in the call centre.

Investigation standards

Progress continues to be made with the pilot of the Investigation Management System, which provides technology to support and standardise all crime investigations. Some challenges have been reported during the pilot. User feedback suggests that the requirements of the system are unduly onerous in the context of less serious crimes and that the system may be more appropriate for use with serious crimes only, which was the original intention. Consideration is also being given as to whether changes could be made to the system that would reduce the requirements instead. For example, the number of tasks to be signed off could be reduced for less serious crimes. It will be important that these types of issues are raised and addressed during the pilot phase, before the system is fully rolled out. Resourcing of the project has been identified as a key risk to that roll out.

The Authority welcomes the integration of the Detections Improvement Plan as a standard objective in local policing plans across the organisation. This plan was developed in 2018 but appeared to be little awareness of, or buy into, the plan across the organisation. This lack of awareness of the need to improve detection levels was evidenced by the Authority on site visits across the country. Placing a requirement that local policing plans include initiatives designed to address detection levels raises awareness but also necessitates action at local level. There is also a sense that detections are now being considered in the context of different initiatives being undertaken across the organisation that can be leveraged to address detection levels; examples of these include the IMS; the development of the tasking and coordination function; and, the Operating Model. The Authority has persistently emphasised the need for the Garda Síochána to improve detection levels and recent figures suggest that the ongoing decline in detections has not been arrested. The Authority will continue to monitor the implementation of the Detections Improvement Plan and its effect on detections figures throughout the year.

The fifth report of the Homicide Review has been produced. This review has been tracked by the Authority since early 2018 and a number of data quality and investigative issues have been identified. The Authority welcomes the approach now being taken to produce a final, sixth report that will summarise the issues identified across the 41 cases examined and the emerging recommendations and set out a plan as to how these are going to be implemented. The Authority hopes to engage with the Garda Commissioner on the outcomes of the sixth report at its meeting in the autumn.

Supporting victims

The expansion of the Divisional Protective Services Units across the country is a welcome step to support victims and the focus on investigations of serious crimes. The Authority has, at time of writing, just received the evaluation undertaken of the pilot units. The report confirms that issues remain in terms of the breadth of scope of the units and the staffing levels. It is worth noting that recent internal competitions for Garda members to take up positions in the next phase of units have been heavily subscribed and the evaluation found that, particularly at management level within divisions, the units brought important capacity and capability to deal effectively with this area of crime.

The Policing Plan also set targets designed to focus effort in relation to detections of sexual assault and the recording of coercive control incidents under the new legislation. Detections of sexual assault

have increased slightly over the last 6 months, compared against the previous three years (average of 288 vs 243 per month) and 10 incidents of coercive control have been recorded.

However, progress is less positive with other specific targets. There does not appear to have been significant progress made in developing a way of measuring call backs to victims of crime after an investigation has concluded. Measuring in-person contact within 7 days with victims of domestic abuse has increased but still only stands at 22%. This has only increased by 2% over the last 3 months, and it is not clear how the 40% target will be achieved by the end of the year. Completing victim assessments within 3 days has decreased by 5% over the last three months. There has also been little progress with reducing the number of missing person incidents requiring review or clarification.

Work to finalise an information sharing protocol between the Garda Síochána and Tusla has raised legal issues and the protocol has not been finalised. The Garda Síochána/Tusla Joint Working Protocol has been reviewed and submitted to the National Child Safeguarding Strategic Liaison Committee for consideration. The outcome of the review is a recommendation that a more detailed review into specific issues be conducted that will inform the Protocol. Terms of Reference have been agreed for the review but no timeframe is provided. It is not clear that there will be any improvements proposed or implemented in the short term.

There has been a substantial amount of work on updating victim documents, however the leaflet has not yet been published. This is a persistent gap in the Garda Síochána's responsibilities under the Victims Act.

The Authority has been following the Garda Síochána's development of a risk assessment tool for domestic abuse for some time. It is disappointing that the timelines continue to be extended for its development, and it is not expected before 2020.

Road safety

Life Saver offence detections are showing as at risk of not meeting targets as they are lower on average in the first 6 months of 2019 than they were over the previous three years. However, there is a time lag in recording these detections and it is probable that the June figures will increase as detections are entered into PULSE during July. Figures obtained from Roads Policing show that detections are up across all categories in the first 5 months of the year, compared against last year.

Figure 1: Detections of Life Saver offences
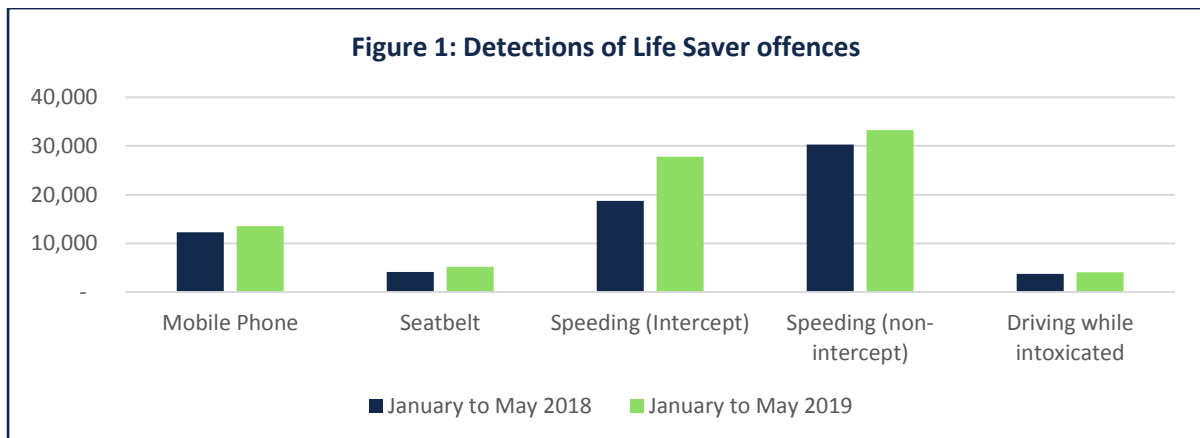
Roads Policing has reported high rates of compliance in zones where Go Safe vans are located. While these zones were originally established in accident black spots, more recent data has suggested that approximately 80% of accidents now occur outside of these zones. These zones are currently being changed, based on this data, and are expected to be in place in October.

Other activities continued as planned, including actions under the Roads Policing Operations Plan such as the National Slow Down Day in May. An action plan is now in place to address the 'breath test' issues, reported widely in the media and addressed by the Crowe Horwath report on mandatory alcohol and intoxicant testing. Actions under this plan have been discussed extensively with Roads Policing leadership, in private and public meetings, and considerable progress has been made in implementing the recommendations. Many of the remaining recommendations will be addressed by providing more mobile phones and developing more apps under the Garda Mobility project. In particular, the Mobility project is expected to reduce the Fixed Charge Notice (FCN) recording time gap as information will be able to be entered directly into the mobile phones. However, achieving this goal will also depend on changes to processes in the Fixed Charge Penalty Office.

The numbers of Roads Policing members continue to be below target as high numbers are leaving the unit due to transfers, promotions, retirements or other moves.

At this point, the Authority cannot conclude whether or not the anticipated difficulties in achieving the target numbers of Roads Policing members will be a critical barrier to the achievement of other objectives in this area. There are some suggestions that the improvement in governance and process is what is driving current performance improvements, and the expansion of Mobility mean that more can be done with less during 2019. This will be kept under review by the Authority.

Chapter III: A Secure Ireland

The Garda Síochána's 2019 – 2021 organisational objective for this strategic pillar is to "maintain state security". The themes in the Strategy that support this pillar are:

- National security;
- International cooperation; and
- Security and intelligence capacity.

There are three initiatives in this year's Policing Plan that relate to policing and are overseen by the Authority: promoting Stay Safe principles for first responders; developing a Code of Practice for CHIS; and, working with the national Major Emergency Management group. The remaining six initiatives relate to security, and are overseen by the Department of Justice and Equality.

Progress

- Aide memoires, posters and training for first responders have been delivered as part of a Stay Safe Awareness Campaign for all Garda members.

- Work undertaken towards the production of policy and procedure that will form a new Code of Practice for Garda personnel in the management of covert human intelligence sources (CHIS).

- Engagement with national structures that coordinate responses to major emergencies.

Risks
- No key risks identified.

Overview

Documents and training materials have been prepared and finalised which will support Garda members in the event that they are the first responders to an incident (6Cs) or are managing a major emergency (METHANE). The materials and training content have been delivered as a collaborative piece of work between the Strategic Tactical Operational Command (STOC) and Major Emergency Management (MEM) sections of the organisation. Work is ongoing to provide a related video on the Garda Portal. STOC has delivered training in the Garda College in the 6Cs and the campaign is envisaged as being an ongoing process. The Authority will seek to evidence awareness and knowledge of these principles amongst Garda members in the second half of the year.

The Garda Síochána has set out its plan to consult with European counterparts on best practice to inform its review of its CHIS arrangements and work on the policy and procedures has commenced. This work is running behind and a number of risks have been identified which may impact on the anticipated timeframe for completion.

The Garda Síochána has reported representation at multi-agency meetings of organisations that are responsible for responding to major emergencies, including the Government Task Force, National Steering Group, National Working Group, and Garda National Major Emergency Response Co-Ordination Group.

Chapter IV: A Human Rights Foundation

The Garda Síochána's 2019 – 2021 organisational objectives for this strategic pillar is to ensure that "human rights and ethical behaviour [are] the foundation upon which we will deliver policing services". The themes in the Strategy that support this pillar are:

- Human rights strategy;
- A learning culture; and
- Equality and ethics.

This is a new chapter in the Policing Plan, which aims to ensure that human rights is "at the heart of service provision". This year's initiatives relate to the establishment of an infrastructure for human rights, the elements of which are a unit, a strategy and an advisory committee. The focus on ensuring that all personnel have signed the Code of Ethics has continued into 2019, and there is a new emphasis on policing vulnerable service users.

Progress

- A Human Rights Unit was established and the Strategic Human Rights Advisory Committee was re-established.

- A number of key Human Rights documents have been developed and finalised, with other areas of policy prioritised for review.

- The Garda Síochána Decision Making Model placing Human Rights and the Code of Ethics at its centre has been finalised.

- A number of initiatives are planned or have been undertaken in specific areas.

- 80% of the organisation has signed the Code of Ethics; 83% have been trained.

Risks

- Positive momentum may not be sustained if staff shortages continue.

- A key challenge will be mainstreaming consideration of Human Rights across all areas of operation and embedding the decision making model.

Overview

Of the five targets related to human rights, two have been completed and positive progress has been reported on the remaining three initiatives. This progress is despite reported staff shortages that will be addressed when five new personnel are recruited to the Human Rights Unit later this year.

A Human Rights Framework document, Operational Guidance document and Screening Tool have all been approved by the Commissioner and issued to the organisation at the end of May. A draft strategy has been prepared and five key policy areas have been identified to be prioritised for review.

A number of steps have been taken in relation to vulnerable service users, including working with the Protective Services Bureau and the Office of the DPP on policies and processes relating to victims, as well as working on a pilot project relating to the deaf community.

The embedding of the Code of Ethics has continued into 2019 with the development of related promotional videos. However, pressures on training capacity have slowed the delivery of ethics training courses. The Authority considers the statistics for signing the Code to be a key measure of its

embedded. Having been given indications over the past months of a disturbingly low level of those who had attended training on the Code of Ethics actually signing up to its observance, more recent information from the Garda Síochána suggests that a review of the data gives a more accurate- and much more positive picture. This suggests that 83% of all Garda personnel have attended training and 80% of all have signed up. That is to say that 96% of those who have attended training have signed. The Authority welcomes this more positive view and looks forward to early receipt of the evidence that will confirm its accuracy.

Chapter V: Our People – our greatest resource

The Garda Síochána's 2019 – 2021 organisational objective for this strategic pillar is to "invest in our people, our greatest resource, providing continuous professional development". The themes in the Strategy that support this pillar are:

- Continuous professional development;
- Strong, visible leadership;
- Employee wellness; and
- Resource deployment.

Initiatives in this year's Policing Plan build on many of the ongoing workforce development projects, including recruitment, redeployment of Garda members to the front line, training, leadership, performance management, discipline, anti-corruption and welfare.

Progress

- The People Strategy has been published.

- 165 Garda members and 363 Garda staff recruited.

- 230 Garda members have been redeployed to front line duties this year.

- The Garda Reserve Strategy has been drafted but is yet to be finalised.

- A census of all employees has been taken that is providing crucial data for workforce planning, developing job specifications and other organisation-wide projects.

- Governance training completed for the Senior Leadership Team.

- The desired culture for the Garda Síochána has been set out by the Commissioner and a staff culture engagement proposal has been developed.

- A review to identify non-core duties currently carried out by Garda members is complete.

- Arrangements have been put in place to provide leadership training at a variety of levels.

- The Local Intervention Initiative, designed to proactively tackle service-level issues at local level, has been rolled out in the majority of divisions.

- The current disciplinary system has been mapped and work has commenced on a legal review.

- An anti-corruption policy has been drafted and a work plan to support the establishment of an anti-corruption unit has been developed, ahead of the Q4 deadline.

- Funding has been secured and consultants appointed for a Health Needs Survey.

- The new uniform has been agreed with the representative associations, and procurement is proceeding.

Risks

- Redeployment may become more difficult as the more obvious roles/opportunities for redeployment have been identified and targeted.

- There is still no Garda staff performance management system, despite the introduction of a system for Garda members. Engagement with the PALF system is at an early stage.

- Drop-out rates may affect progress made to augment the Garda Reserve.

- Strategic work on Learning & Development later in the year may be affected by the slow progress in recruiting key staff and agreeing Terms of Reference for the review group.

- The completion of the workforce plan has been affected by the level of work required by the census.

- Maintaining momentum with the establishment of the Anti-Corruption Unit may be affected if there are no staff members available to allocate to the Unit.

- Key decisions on the future of Garda discipline have not yet been made and may affect the timeframe for drafting of new regulations.

Overview

The Authority welcomes the breadth of work that has been undertaken in this area. The development and publication of the People Strategy for the Garda Síochána is significant. It starts to develop a vision for the organisation and the Authority looks forward to receiving a detailed implementation plan. The Authority expects that the completion of this key strategy will inform other strategies across the organisation, including the Reserve Strategy, the Diversity & Integration Strategy and the workforce plan. The completion of the organisation-wide census is also providing the Garda Síochána with an invaluable source of information about its workforce, and the nature of the roles and responsibilities undertaken across the organisation. This will inform workforce planning and the development of role profiles, but also reveals the differences and inconsistencies in how work is arranged and undertaken at local level. This will inform the redeployment process as well as planning around the local policing model.

Culture

The Authority has previously, both in its reports and at its meetings with the Garda Commissioner, sought an articulation or description of the organisational culture he is trying to establish within the Garda Síochána. This was provided to the Authority in June at its meeting held in public and is a significant step in progressing cultural reform. This is also being supported through a range of actions that, in themselves, communicate and align expectations around behaviour and performance within the organisation. These include ongoing work to review the discipline process; strengthening of the performance and accountability process; greater focus at senior level on accounting for performance against the Policing Plan; and, the work being undertaken to develop anti-corruption policy and practices within the organisation. The Authority is also aware that the organisation is considering a proposal for a range of activities that will respond directly to issues raise in the Culture Audit.

Recruitment, redeployment and promotion

In its June report, the Garda Síochána stated that 41 members had been redeployed in quarter 2, which was significantly under target. However, more recent reporting shows that there was only a slight delay with redeployment, as the target of 150 was achieved by the 5 of July. This means that there have been nearly as many staff redeployed in the first half of 2019 as there were between July 2016 and the end of 2018. There has been a welcome increase in the pace of redeployment. The first six months of 2019 has seen two important roles being identified as suitable for Garda staff, namely the roles of PAF (Performance Accountability Framework) Administrator and PEMS (Property and Exhibits Management) Administrator. These roles were predominantly undertaken by Garda members and there was early resistance to the idea that they could be undertaken by Garda staff. The successful

selection and training of staff to undertake these roles will be critical in building confidence in the workforce modernisation and redeployment agenda.

Figure 2: Redeployments
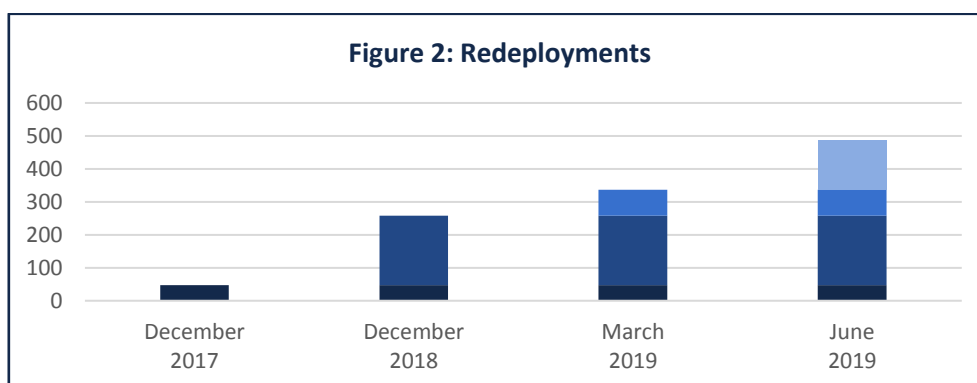
Although recruitment targets were missed for the first half of the year, the full year targets may still be achievable. More Garda staff were recruited in the first half of the year than in the whole of 2018. However, although the Garda reserve recruitment target was nearly met earlier in the year (99 out of 100), recent statistics show only 86 of those have remained since training. The Authority understands that the Garda Síochána will be undertaking some work on examining the retention of reserves and expects that this will inform the Garda Reserve Strategy, which has not been finalised yet as feedback is still expected from the representative associations.

There is also work ongoing to develop promotion selection methods. The Garda Síochána is liaising with the Public Appointments Service to augment the capacity available to it to undertaken recruitment.

Learning, development and training

The Learning & Development Director recruitment has not yet started, and the terms of reference have not yet been agreed. However, training and development are continuing despite the absence of a strategy, which is not due to be developed until Quarter 4. As well as the governance training, leadership training is being developed for all senior managers in the organisation.

Performance management and improvement

48% of the Garda members trained in PALF are participating in the process (this represents 39% of eligible Garda members). Although this is broadly on target, according to the initiative's milestone (40% by end of June), this is still a low proportion of members engaging with the performance management process. Performance management systems can, by their nature, take time to embed in an organisation. The PALF process is not explicitly linked to the Performance and Accountability Framework (PAF) process and it is limited in that Garda members identify a small number of individual performance objectives for the year with a team objective. The Authority is aware that in some parts of the organisation, monitoring of the level and quality of work being performed by Garda members is being undertaken, with sustained performance required in order to remain within that particular area of policing. It is interesting to note that this is being undertaken outside of the PALF process which questions whether PALF, as currently set out, is enabling Garda managers to address performance in an agile fashion.

Garda staff still do not have a performance management system, meaning there is a substantial cohort of civil servants within the Garda Síochána that are not subject to either the normal civil service performance management framework, or the Garda Síochána version. The Authority will continue to monitor the progress made in this, as it is critical that Garda staff have access to a performance management system. The review of current probation monitoring processes is complete, and it is hoped that the new policy and procedure will ensure that there is performance management, at least in the early stages of employment in the Garda Síochána.

The completion of the review of discipline processes was affected by delays in the procurement process for external assistance, however this has now started. It is more of a concern that some key decisions have not yet been taken in terms of the extent of the adoption and implementation of the recommendations in the O'Toole Commission report. If all investigations of Garda members are to be performed by a future version of GSOC, this would affect any new discipline recommendations.

Chapter VI: Transforming Our Service

The Garda Síochána's 2019 – 2021 organisational objective for this strategic pillar is to "restructure our organisation and transform how we deliver our services". The themes in the Strategy that support this pillar are:

- Technology;
- Data quality;
- Communication;
- Operating model; and
- Governance, accountability and transparency.

This chapter includes the welcome development of a new Operating Model for the Garda Síochána, which will make fundamental changes to the structure of the organisation.

Many of the other initiatives in this year's Policing Plan continue projects from the previous modernisation programme, which will continue to change how policing is supported and delivered. There is also a welcome focus on enablers of change, including frameworks for corporate governance, risk, finance, ICT and estates. This chapter also includes the continuing development of key ICT systems, improving internal and external communications, as well as necessary work to improve the quality of data.

Progress

- The blueprint has been developed for the Operating Model, providing a clear direction for the future of the organisation.

- The Digital Strategy has been produced.

- The Local/Divisional Policing Model pilot is continuing and evaluation has commenced.

- Processes have been introduced to make management (PAF) meetings more effective.

- Progress has been made on projects that aim to build the organisation's capacity, including the reform of rosters, managing the estates and improving procurement processes.

- Progress is being made with key ICT projects (ECM, CAD, RDMS and Mobility).

- A Head of Internal Communications is in post.

- Interviews have been held for the key post of Chief Data Officer.

Risks

- Fundamental organisational change arising from the new Operating Model will need to be carefully managed, with significant communication to staff and stakeholders – including the public.

- Large building projects and other reform projects may affect Estate Management's capacity to address fundamental issues, including the substandard condition of some Garda stations.

- Limited financial systems and capacity may require significant investment before targets such as the costed policing plan and multi-annual budgeting can be fully achieved.

- Availability of training and staff shortages may affect the roll out of key ICT projects.

- Staff shortages may continue to prevent achievement of the 20 second call-answering target in GISC.

Overview

Restructuring the organisation

The new Operating Model for the Garda Síochána is expected to involve a restructuring of regions and divisions, including reducing their numbers. The Local/Divisional Policing Model currently being piloted is expected to be rolled out across the country. The model is expected to call for a greater degree of delegation and autonomy for divisional Chief Superintendents, with the majority of the functions of the organisation being organised around the division (e.g. Divisional Protective Services Units.)

The Authority has reviewed the initial blueprint for the model and it is clear that a great deal of work and thought has gone into its planning. The detailed work done to support the model, including the mapping of units' functions and development of role profiles, will not just be a useful foundation for many projects. It is also helpful that the project team has looked at structure but has tried to address how the Garda Síochána communicates with itself (currently though excessively formalised, paper-based communication); how it makes decisions and governs itself; and, how and when it uses its specialists.

This is a challenging project. It, and the roll-out of the Local/Divisional Policing Model, represent the most significant structural changes for the organisation since its inception. It is the first time that the Authority has seen a clear expression of a vision and direction for the organisation, grounded in the context of its mission as an organisation. The adoption of the Divisional Model as the Local Policing Model is positive, given the effort and thought that has been invested in this model over the last two years. Adopting the position that the division is the core unit within the organisation – with every function to be delivered at divisional level unless there is a compelling argument otherwise – also provides clarity and contributes to Chief Superintendents' ability to direct and manage services in their divisions. The Authority has had sight of, and considered, the evaluation plan for the Local/Divisional Policing Model, which will see regular and consistent evaluation across the year. It will gather significant amounts of valuable information that has the potential to be useful beyond the Local/Divisional Policing Model project.

The conversion from theoretical blueprint to actual mapping of new divisions and regions will be challenging. Consistent and clear communication as to the purpose and outcomes of the model will be important in its implementation. However, the Authority is encouraged that these risks and challenges appear to be well understood by senior leadership and are being responded to.

Organisational capacity

The current Garda roster has been raised by the Authority previously in its reports, in the context of its impact on supervision, costs and the service provided to victims of crime. The inclusion of a review of the roster in the Policing Plan was welcomed by the Authority. The current 'Westmanstown' roster is often raised by Garda members during the Authority's visits and in its engagement with organisations that support victims of crime. A target of the end of June was set, by which time management would have clarified its position on the roster. While work is ongoing, the Authority has not yet received any information as to the progress being made.

Estate Management is meeting with the Office of Public Works (OPW) and the Department of Justice and Equality to establish its response to the recommendations of the O'Toole Commission report. The

move of the Garda Síochána estate from the OPW to the Garda Síochána may not be practical and a compromise position, where some limited responsibilities and budgets are moved is being explored.

Finance and governance

An initial costing of the Policing Plan has been developed, which allocates the 2019 budget to the six pillars of the Strategy. Although the Authority welcomes this as a first step, it highlights the shortcomings of the current financial systems. The aim of the costing of the Policing Plan was to provide the Senior Leadership Team with sufficient information on the potential costs of initiatives to enable robust discussion about the approval and prioritisation of proposed projects. It is the Authority's view that it will be a number of years before the systems and capacity in the Finance section is sufficient to allow the kind of analysis a fully costed Policing Plan would require. The Authority expects that the current review of the finance function by Mazars will set out how it needs to be developed over that time period. It will also be critical for the organisation to set out the steps that it can take to improve management information during the transition from current to future systems. Supporting Chief Superintendents' ability to monitor, control, and prioritise finance effectively will be fundamental to the success of the new Local/Divisional Policing and Operating Model.

In the meantime, the Garda Síochána is negotiating delegated sanction with DPER that will allow it more control of its budgets, and DPER is exploring a framework for multi-annual budgeting. However, current systems and capacity limitations may affect the extent to which this can be realised.

Accountability

Significant progress has been made in enhancing the Performance and Accountability Framework (PAF). This is a multi-stage project, the first stage of which is to standardise and introduce a more efficient, effective and consistent structure to the Garda Síochána's management meetings, from regional to unit level. These standardised processes were piloted in Sligo Division and briefings have now been given across the country, and – from Authority visits – it appears that the new structure is being followed. Supporting ICT systems will also be developed, but these are not expected until 2020/21.

Communications

As the Head of Internal Communications has now been appointed, work is now starting on the Strategy for internal communications. Given the pace and scale of change in the Garda Síochána, it will be crucial for employees to be kept informed about developments that might affect them. External communications are also being developed; the new Instagram account had 7,500 followers by the end of June and a Facebook training is scheduled for Westmeath Division.

As with many other sections in the organisation, the Communications Unit is reporting staff shortages that may impact on the delivery of its strategies.

Data quality and ICT

The Enterprise Content Management (ECM) system for document management has been deployed in 3 divisions in the Eastern Region and training is going on in a number of other divisions in the Southern Region and DMR. Technical issues are being identified and resolved. However, the primary concern identified is the capacity to deliver training.

Computer Aided Dispatch (CAD) has been rolled out in the Western Region. However, there are a number of further developments required in order to centralise all call handling. The control room still requires an additional call taker and three dispatchers. It was also reported that the regional control room is only receiving 999 calls, while other calls are going direct to stations.

The Roster and Duty Management System (RDMS) pilot is continuing in Dún Laoghaire and will be rolled out to the Garda College, Vetting Unit and Fixed Charge Processing Office this year. The Authority's view is that the roll out of RDMS to sites that require less management than a district is a missed opportunity. The view has been expressed repeatedly to the Authority that there would have been an operational benefit to rolling out RDMS to support the Local/Divisional Policing Model pilots. It is also potentially a rich source of information on the activities of the organisation in the absence of a Human Resource Information System. However, the Authority also recognises the competing demands on the organisation and the pressure generated on ICT and on employees when trying to roll out a number of organisation-wide ICT projects at once. The roll out of the RDMS to more static sites may afford an opportunity to address some of the issues identified in the pilot project.

The Limerick pilot of the Garda Mobility Project for hand-held devices, primarily used at the roadside, is continuing. A tender is due to issue in July to procure a large number of devices to equip all Roads Policing members, and selected additional units as part of a phased programme to make the devices available across the organisation. Tangible benefits can already been seen in terms of check-point traffic flow, prior access to relevant information before engaging with a driver and efficiencies in the process of issuing a fixed charged notice (FCN). Further work to facilitate checks on insurance as well as motor tax and the development of an app and lens to provide automatic number plate recognition (ANPR) on the hand-held device is ongoing and will continue to the monitored by the Authority.

The quality of the Garda Síochána's data is an area of focus for the Authority as it has a significant effect on public confidence. It is a matter of priority for the Garda Síochána to address the Central Statistics Officer's qualifications of its data relating to incidents and detections. Some progress has been reported, but it will be important for the Chief Data Officer appointment to proceed without delay in order to ensure that the other data quality objectives are met this year.

Conclusions

Alignment and strategic focus

The 2019 Policing Plan is the first of three annual plans which will implement the Garda Síochána Strategy 2019-21. It is an ambitious Strategy and it is important that each annual plan delivers the cumulative progress required to achieve the Strategy's objectives. The 2019 Policing Plan is aligned with the Strategy and the work prioritised in the first half of the year has delivered key elements that are essential to its realisation.

Performance

The Garda Síochána has made significant progress against the commitments made in the Policing Plan. Most of the commitments are 'green' at the half year mark, signalling that they have been achieved, or that they remain on track to be achieved, by year end. This marks a departure from previous years. In 2018 half of the commitments were marked 'red' at this point, meaning that they were already off target.

Perhaps more significant than the number of commitments that are on track is the fact that key pieces of work relating to the future state of the organisation, which were not delivered in previous plans, have now been produced. These include the Operating Model, the People Strategy and the statement of the desired culture of the organisation. These pieces of work have been within the gift and control of the organisation to deliver, as they were less about resources and more about the leadership arriving at a consensus as to the direction of the organisation. There now appears to be a clear sense of pace, effort and direction focused on the delivery of the Policing Plan.

It has not been possible for the Authority to assess performance against the crime incident and detections targets. The Garda Síochána proposed a new approach to presenting crime data beginning in 2019, but the ability to generate these reports within the organisation is not yet available. It may have been sensible to maintain the old system in parallel until such time as the new approach was ready. The Authority is concerned that the Garda Síochána has not delivered the data which would allow it to assess performance in this area. This, for many people, is a far more immediate and critical measure of Garda Síochána performance than achievement of initiatives in the Policing Plan. For those people, the primary concern is the level of crime and whether or not it is being prevented and detected. It also raises some questions as to the organisation's own ability to assess its long-term performance in relation to crime in this period. The Authority will undertake an assessment of this performance as soon as the data becomes available.

Centrality of the Policing Plan

The Authority is aware of a greater emphasis on performance and accountability against the Policing Plan. This has been seen in the changes made to the Senior Leadership Team meeting structure, local policing plan templates and to the PAF process. These changes position the Policing Plan centrally in the organisation. The Authority will be interested to monitor how this proceeds throughout the year, and how this emphasis on performance against the Policing Plan is embedded at divisional level. The PALF process should support the maturing of a performance culture. However, the Authority is not convinced at this time that PALF is, as currently implemented, supporting meaningful performance conversations. The absence of a performance system for Garda staff continues to be a significant omission in the development of that culture.

Enablers

The Authority has consistently highlighted the need for the Garda Síochána to focus on the enablers of change – ICT, HR, finance and accommodation. Across the 2019 Policing Plan the risks to the achievement of commitments for the rest of the year invariably centre on scarcity or dependency related to these enabler functions. Progress has been made in these areas. The ICT Strategy is now in place, as is the People Strategy, and there is an ongoing review of the Finance function. More work is needed to build capacity and systems in finance and HR and to assess the condition and needs of the Garda Síochána estate.

The Authority is heartened that the enablers have been the subject of focused effort and it would appear that they are increasingly being considered in the context of the resources required for the delivery of initiatives within the Policing Plan. The development of the ICT Strategy is an example of a more coherent consideration of the needs across the organisation, with an awareness that any deviations from the strategy implementation plan will need to be agreed at Senior Leadership Team level. There appears to be a clearer governance around the allocation of resources, tied to prioritisation discussions at the Senior Leadership Team. This is a significant change from a system that in the past seemed to operate on a 'they who shout loudest' principle.

Notwithstanding the progress made, this is still the area with the most fragility and challenge and which requires the most urgent focus from the organisation in order to achieve the Policing Plan. The organisation has flagged the challenges: budgetary constraints, training capacity, and accommodation. Significant leadership and management will be required to implement the various strategies now developed and bring the organisation through the transition to the new structures and culture envisioned.

Appendices

Appendix 1: Summary RAG status by month
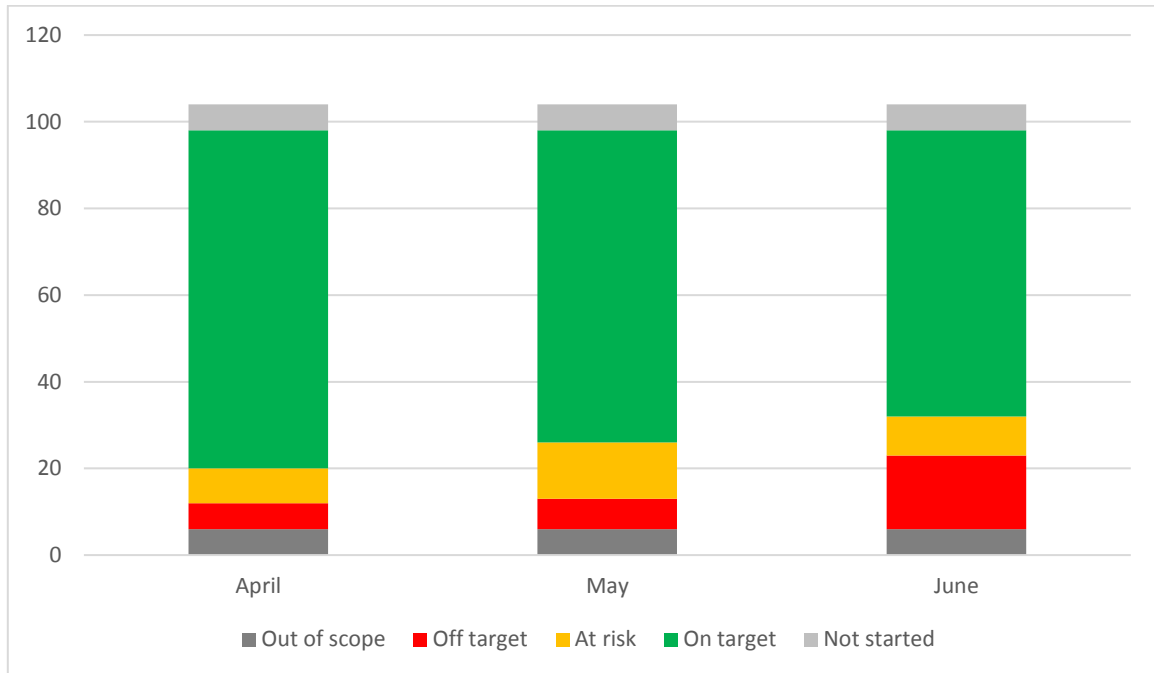
Appendix 2: Summary RAG status by Chapter – June 2019

Appendix 3: 2018 Policing Plan RAG status

Table 4: RAG Status of Policing Plan initiatives in Quarter 2, by month				
Priority	**Policing Plan Target**	**Apr**	**May**	**Jun**
1 – Community Policing				
Community Policing Framework	Reviewing current community policing and community partnerships (Q2), developing a new approach (Q3) for implementation (Q4)	🟩	🟩	🟧
Diversity & Integration Strategy	Publication of a revised Diversity & Integration Strategy (Q2), with implementation plan (Q3) for implementation (Q4)	🟩	🟩	🟥
National Drug Strategy	Providing a quarterly update on performance against National Drugs Strategy goals	🟩	🟩	🟩
2 – Protecting People				
National Tasking Co-Ordination unit	Establishing a dedicated national tasking and co-ordination function, supported by units in each region (Q3)	🟩	🟩	🟩
Recruiting Analysts	Recruiting analysts to support policing at divisional and national levels (Q4)	🟩	🟩	🟩
Regional Cyber Crime Units	Establishing 3 Regional Cyber Crime Units (Q4)	🟩	🟧	🟧
GCCB Criminal Intelligence Function	Establishing a Criminal Intelligence function (Q3)	🟩	🟧	🟧
Crime Prevention & Reduction Strategy	Reviewing and reporting on implementation of the 2017 Crime Prevention & Reduction Strategy (Q3), making recommendations for further implementation	🟩	🟩	🟩
Assault Reduction Strategy	Publishing (Q3) and implementing (Q4) an assault reduction strategy (multi-year project) Implementing a strategy to reduce incidents of assault	🟩	🟩	🟩
Disaggregate Domestic Assaults	Develop and implement the capacity to disaggregate the incidents of domestic assault from the general number of assaults incidents (Q3)	🟧	🟩	🟩
Bureau of Child Diversion	Establishing a Garda National Bureau of Child Diversion (Q1) and ongoing implementation of the Youth Referral Examination recommendations Implement the recommendations of the Youth Referral Examination 2017 – 2019 (Multi-Year project)	🟩	🟩	🟩
Online Youth Diversion Course	Completion of an on-line Youth Diversion e-learning course by 70% of operational Garda members (Q4)	🟩	🟩	🟩
National recidivism Unit	Establishing a National Offender Recidivism Unit with oversight and responsibility for J-ARC & SAOR (Q4)	🟩	🟩	🟩
OCG Threat Matrix	Completing the OCG Threat Assessment Matrix (Q3) and commencing use of same (Q4)	🟩	🟩	🟩
Reporting OCG Targeting	Quarterly reporting on our success in targeting organised crime groups, emerging threats and challenges	🟩	🟩	🟩
CAB Awareness Campaign	Delivering an awareness campaign for Garda members in conjunction with CAB (Q2)	🟩	🟩	🟥
Expanding GoAML	Expanding our GoAML functionality (anti-money laundering technology), through utilisation of 'Enterprise' software (Q4)	🟩	🟩	🟩
Armed Response 24/7	Enabling 24/7 Armed Response Unit capacity in each Garda Region (Q4)	🟩	🟩	🟩

Table 4: RAG Status of Policing Plan initiatives in Quarter 2, by month				
Priority	**Policing Plan Target**	**Apr**	**May**	**Jun**
2 – Protecting People - *continued*				
GNECB Liaison Units	Establish a GNECB Divisional Liaison Unit which will provide assistance across 28 Divisions on all reported economic crime (Q4)	Green	Amber	Amber
IMS Deployment	Implementing Investigation Management System (IMS) Phase 1 (Q1) and deploying the system in the South-Eastern Region (Q3)	Green	Amber	Red
Prüm Biometric Data Exchange	Commence exchange of biometric data via Prüm with two new states (Q3)	Green	Green	Green
Schengen IT System	Completing development of the Schengen IT system (attain SIS technical readiness) (Q4)	Green	Green	Green
Detections Improvements Plan	Integrating the detections improvement plan in all operational policing plans (Q2) and reviewing effectiveness of same (Q4)	Green	Green	Green
Homicide Review Plan Implementation	Develop a plan for the Implementation (Q2) and progress implementation	Green	Green	Green
Divisional Protective Services Units	Ensuring all divisions have access to a Divisional Protective Services Unit Q4	Green	Green	Green
Sexual Assault Detections	Report trends over time in the detection of sexual assault with a view to Increasing the detection of sexual assault by 2% during 2019	Amber	Green	Green
TUSLA information Sharing	Finalising a Garda Síochána /TUSLA Information Sharing Protocol (Q1)	Red	Red	Red
AGS/TUSLA Working Protocol	Reviewing the Garda Síochána /TUSLA Joint Working Protocol (Q2)	Green	Green	Green
Domestic Abuse Risk Tool	Finalising (Q3) and implementing (Q4) a domestic abuse risk assessment tool	Amber	Amber	Amber
Victim KPIs	Updating victim information documents (Q2), developing a set of victims KPI's by end Q4 for implementation in 2020	Green	Green	Green
Investigation Conclusion Call Backs	Developing proposal for measuring call backs to victims of crime on conclusion of investigation (Q2) for implementation in Q4	Amber	Amber	Red
Incidents of Coercive Control	Establish a baseline for incidents of 'coercive control' in 2019	Green	Green	Green
Hate Crime Policy	Publishing our Hate Crime policy and procedure (Q3)	Green	Green	Green
In-Person Contact Victim Domestic	'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)	Green	Green	Green
Victim Assessments	We will increase the proportion of complete victim assessments which are made within 3 days of reporting by 7% to 85%	Amber	Amber	Red
Missing Person Status	We will reduce the number of missing person incidents with status of review/clarification to no more than 60 per region (Q4)	Red	Red	Red
LifeSaver Detections	An increase in key lifesaver offence detections	Red	Green	Amber
Roads Policing Operations Plan	Implementing the Roads Policing Operations Plan	Green	Green	Green

Table 4: RAG Status of Policing Plan initiatives in Quarter 2, by month					
Priority	**Policing Plan Target**			**Apr**	**May**	**Jun**
2 – Protecting People - *continued*				
Crowe Horwath Recommendations	Agree action plan (Q1) and commence implementation	🟩	🟩	🟩
Roads Policing Members	Increasing the number of members attached to roads policing in line with Government Road Strategy Commitments (Q4)	🟥	🟥	🟥
FCN Recording Delay	A reduction in the FCPN recording delay to less than 16 days	🟩	🟩	🟩
3 – A Secure Ireland				
6 Cs Stay Safe Campaign	Running a 6 C's Stay Safe awareness campaign for all Garda members (Q3)	🟩	🟩	🟩
CHIS Code of Practice	Code of Practice developed (Q4)	🟩	🟩	🟩
Major Emergency Planning	Representation and involvement in planned multi-agency Major Emergency Management (MEM) meetings, training opportunities and exercises	🟩	🟩	🟩
4 – A Human Rights Foundation				
Human Rights Unit	Establishing a Human Rights Unit (Q1)	🟩	🟩	🟩
Human Rights Strategy	Developing a Human Rights Strategy (Q4)	🟩	🟩	🟩
Identify Human Rights Issues	Assessment of main policy, practice and training materials to identify human rights issues (Q2)	🟩	🟩	🟩
SHRAC	Re-establishing the Strategic Human Rights Advisory Committee (SHRAC) (Q1)	🟩	🟩	🟩
Code of Ethics Training	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	🟥	🟧	🟧
Human Rights of the Vulnerable	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)	🟩	🟩	🟩
5 – Our People - Our Greatest Resource				
Learning & Development Strategy	Commencing development of a Learning & Development Strategy (Q4)	🟩	🟩	🟩
Learning & Development Exec. Director	Advertise Learning and Development Executive Director position (Q2) for appointment in Q4	🟩	🟥	🟥
Learning & Development Review Group	Expert L&D Review Group established (Q3)	🟩	🟥	🟥
New Uniform Procurement	Procurement process for new uniform commenced (Q3)	🟩	🟩	🟩
People Strategy	Publication and implementation of the People Strategy (Q2)	🟩	🟩	🟩
Recruitment - Gardaí	Recruiting 600 Gardaí and 740 Garda Staff (Q4)	🟩	🟩	🟥
Recruitment - Garda Staff		🟩	🟧	🟥
Recruitment - Garda Reserves	Recruiting 100 Garda Reserve members (Q1)	🟩	🟩	🟩

Table 4: RAG Status of Policing Plan initiatives in Quarter 2, by month				
Priority	Policing Plan Target	Apr	May	Jun
5 – Our People - Our Greatest Resource - *continued*				
Census & Workforce Plan	Completing census of all employees (Q1) and complete interim workforce plan (Q2) for execution in (Q3&4)	Green	Green	Green
Job Specifications	Ongoing development of job specifications for all roles (Q4)	Green	Green	Green
Garda redeployment	Redeploying 500 Garda personnel (Q4)	Red	Red	Red
Promotion Selection Method	Developing proposals for new selection methods to enhance the promotion process (Q3)	Green	Green	Green
Identifying Non-Core Duties	Identifying non-core duties (Q1)	Green	Green	Green
Garda Reserve Strategy	Developing a Garda Reserve strategy (Q2)	Green	Green	Red
Leadership Training Programme	Developing leadership training programme which will include culture, ethics and psychological safety (Q2)	Green	Green	Green
Governance Training	Providing governance training for the SLT (Q1)	Green	Green	Green
Staff Culture Engagement	Developing a staff culture engagement proposal (Q2) for implementation in Q4	Green	Green	Green
Local Intervention Initiative	Implementing a Local Intervention Initiative in 3 Garda Divisions (Q4)	Green	Green	Green
Performance Management	Performance management implementation plan developed (Q4)	Green	Red	Amber
PALF Management	40% of Garda members to have held interim review by end Q3	Green	Green	Green
Garda Probation Monitoring Policy	Review Garda probation monitoring policy (Q2) and publish approved revised policy (Q4)	Green	Green	Green
Discipline Processes Review	Conducting a review of and reporting on discipline processes (Q2) in support of drafting new discipline regulations (Q4)	Amber	Amber	Red
Anti-Corruption Unit	Establishing anti-corruption unit (Q4)	Green	Green	Green
Anti-Corruption Policy	Drafting an anti-corruption policy (Q4)	Green	Green	Green
Health, Welfare and Wellness Strategy	Health, Welfare and Wellness strategy signed off (Q4)	Green	Green	Green
Post-Incident Support	Post-Incident support review conducted and signposting policy updated (Q4)	Green	Green	Green
6 – Transforming Our Service				
Management of New Rostering	Developing a management position on new rostering arrangements (Q2) and commence development of an implementation plan (Q4)	Green	Green	Green
Estate Management	Developing an estate management proposals (Q2 & Q3); engaging with stakeholders (Q3 & Q4) and implementing proposals (Q4)	Green	Green	Green
Procurement Process	Reviewing procurement processes (Q2) document the as-is process and design to-be process (Q3) Commencing implementation recommendations (Q4)	Green	Green	Green
		Green	Green	Green

Table 4: RAG Status of Policing Plan initiatives in Quarter 2, by month				
Priority	**Policing Plan Target**	**Apr**	**May**	**Jun**
6 – Transforming Our Service - *continued*				
Operating Model	Establishing an Operating Model strategy, (Q1) Designing an operating model blueprint (Q2) and commencing implementation (Q3)	🟩	🟩	🟩
Divisional Policing Model	Divisional Policing Model pilot in place (Q1), evaluated (Q3) and plan for phase 2 completed (Q4)	🟩	🟩	🟩
Costed Policing Plan	Delivering an interim costed policing plan (Q1) and delivering a final costed policing plan (Q3)	🟩	🟩	🟩
Budget & Sanctions Framework	Establish a framework to provide for multi-annual budgeting and delegated sanctions (Q2)	🟩	🟧	🟥
Corporate Governance Framework	Reviewing our Corporate governance framework (Q3)	🟩	🟩	🟩
PAF Phase 2	Implementing PAF Phase 2 (Q3)	🟩	🟩	🟩
Risk Management Framework	Reviewing the risk management framework (Q4)	🟩	🟩	🟩
Head of Internal Communications	Appointing a head of internal communications (Q1)	🟩	🟩	🟩
Internal Communications Strategy	Completing an internal communications strategy and commencing implementation (Q4)	🟩	🟩	🟩
Social Media Engagement	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	🟩	🟩	🟥
Chief Data Officer	Chief Data Officer position advertised (Q2), CDO appointed (Q3)	🟩	🟩	🟩
Data Collection and Management	Reviewing the data collection and management process, (Q3) developing a data collection and management plan (Q4)	🟩	🟩	🟩
GISC Service Level Targets	GISC meeting service level targets of answering 80% of calls within 20 seconds (end Q4)	🟧	🟧	🟧
Data Quality Assurance Plan	Developing and commencing implementation of a Data Quality Assurance Plan (Q4)	🟩	🟩	🟩
Digital Strategy	Digital Strategy completed (Q2)	🟩	🟩	🟩
Mobile Devices Procurement	Mobile devices business case developed (Q3) and procurement commenced (Q4)	🟩	🟩	🟩
ECM Deployment	ECM Deployed in Eastern (Q3) and Southern Region (Q4)	🟧	🟧	🟩
CAD Deployment	CAD Deployed in Western Region (Q1) and South and South Eastern Regions (Q3)	🟩	🟩	🟩
RDMS Deployment	RDMS deployed to Garda College, Garda Central Vetting Unit, Fixed Charge Processing Office (Q3)	🟩	🟩	🟩

Appendix 4: Numerical targets

These targets are in place for the entire Strategy Period, 2019-2021. Public Attitudes Survey targets are included in the main body of this report, in the Review of Performance in Numbers.

Table 5: Numerical targets included in the Policing Plan	
Public Safety and Demand	
Crimes Against the Person	Target: reduced rate per 100,000 persons for the following offence types • Homicide offences • Attempts or threats to murder, assaults, harassments and related offences • Endangerment with potential for serious harm/death
Crimes Against Property	Target: reduced rate per 100,000 persons for the following offences types • Robbery, extortion and hijacking offences • Burglary and related offences • Theft and related offences • Criminal Damage
Sexual Offences	Target: increase the number of Sexual Offences reported (increased reporting)
Offender Accountability	
Crimes against Person	Target: increased offences against the person completed as detected • Homicide offences • Attempts or threats to murder, assaults, harassments and related offences • Endangerment with potential for serious harm/death
Crimes against Property	Target: increased offences against property completed as detected • Robbery, extortion and hijacking offences • Burglary and related offences • Theft and related offences
Drugs Detections	Target: increased number of Sale and supply offences completed as detected
Sexual Offences	Target: increased % Sexual offences completed as detected
Roads Policing	
Life Saver Offence Detections	Target: increased level of activity • Speeding Offences • Driving with Intoxicant offences • Seatbelt offences • Mobile Phone offences
MIT Breath Tests conducted	Target: increased number of tests performed at MAT/MIT checkpoints
Road Safety	Target: reduced numbers of • Road Deaths • Serious Injuries
Victim Engagement	
Increase the average recorded victim contacts per complete Incident	Target: increased number of contact entries (except No Contact) in the Victim Engagement screen of the identified victims.
	Target: increased number of 'in-person' contact entries (except No Contact) made within 7 days in the Victim Engagement screen of the identified victims of domestic abuse.
Data Quality Related Activity	
Increase the percentage of Incidents reviewed on time	Target: reduced number of incidents which require additional information, re-categorisation or supervisory attention
	Measured by the % of incidents in the status Active or Inactive with Review Date where the review date is not missing or the review date is overdue by more than 7 days.