AN GARDA SÍOCHÁNA
ANNUAL REPORT
2019
POLICING PLAN
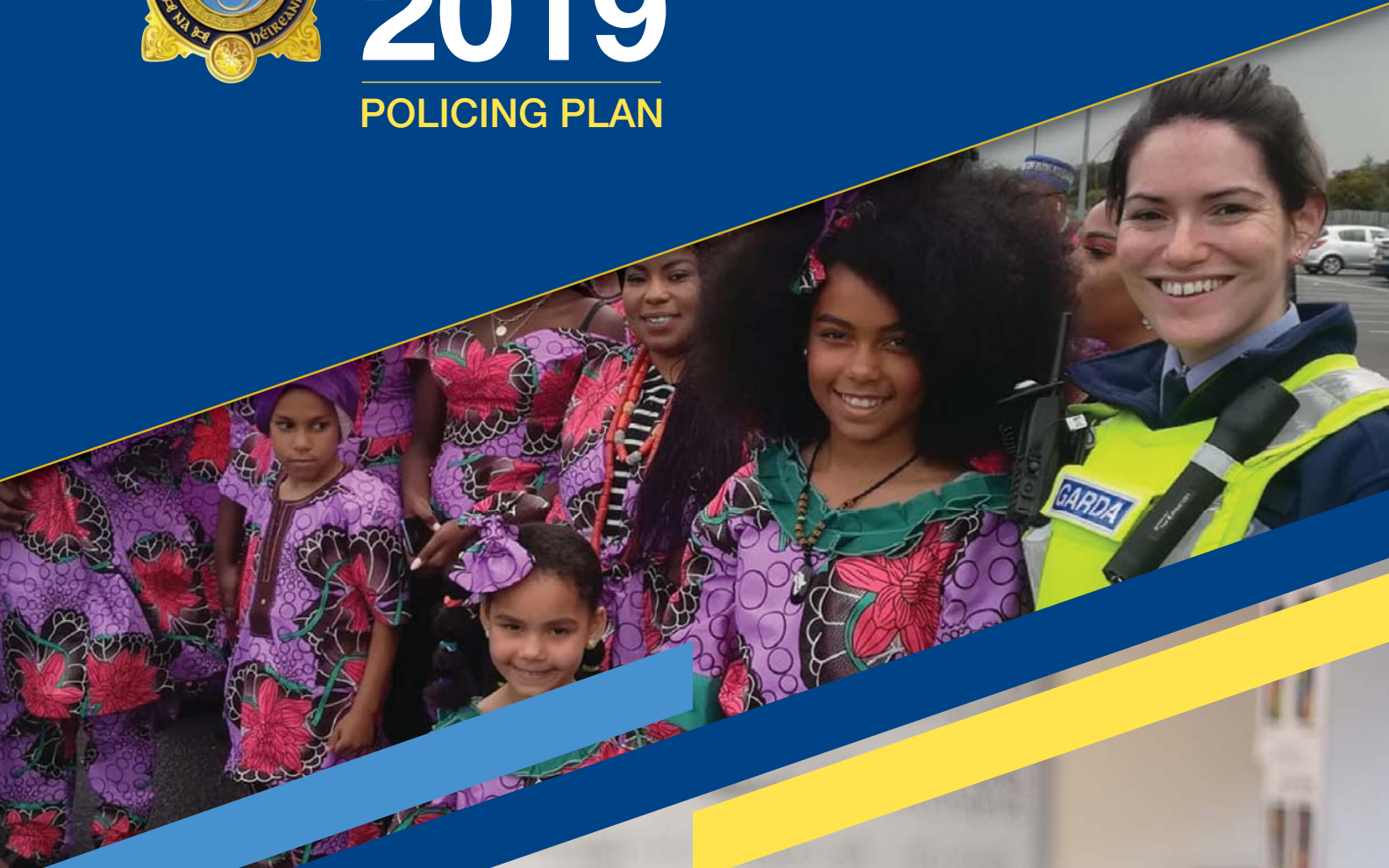
garda.ie

HIGHLIGHTS OF THE YEAR

1,348

new personnel

344

Gardaí returned to the frontline

1m

followers reached across Garda social media

€21m

drugs seized

i

AN GARDA SÍOCHÁNA AT A GLANCE

2019 was a year of progress for An Garda Síochána. The organisation can look back with pride on its own role in not only ensuring public safety throughout the country during the last year, but also the vital role it has played through its history and continues to play every day in keeping people safe.

While the last decade has been very difficult for An Garda Síochána, this year saw further investment by Government in the service and many changes for the better under A Policing Service for the Future.

We continue to do things differently. This Annual Report is testament to this. Produced with input from the Policing Authority, it clearly sets out where we met targets, partially achieved them or did not achieve them. In cases where we did not fully achieve our aims, we will address them under our 2020 Policing Plan.

37%

418

92%

HIGHEST RECORDED TRUST LEVEL IN THE LAST FIVE YEARS.

fall in residential burglaries from November 2015

submissions to Your Ideas Initiative

public trust in An Garda Síochána in Q3 2019

OVERVIEW OF THE 2019 POLICING PLAN
Progress at a glance

Achieved

1	Community Policing Framework
2	Diversity and Integration Strategy
3	National Drug Strategy
4	National Tasking Co-ordination Unit
5	Recruiting Analysts
8	Crime Prevention and Reduction Strategy
9	Assault Reduction Strategy
10	Disaggregate Domestic Assaults
11	Bureau of Child Diversion
12	Online Youth Diversion Course
14	Organised Crime Gang (OCG) Threat Matrix
15	Reporting OCG Targeting
16	CAB Awareness Campaign
17	Expanding GoAML
20	Investigation Management System Deployment (IMS)
22	Schengen IT System
24	Homicide Review Plan Implementation
26	Sexual Assault Detections
28	AGS/TUSLA Working Protocol
29	Domestic Abuse Risk Tool
32	Incidents of Coercive Control
38	Roads Policing Operation Plan
39	Crowe Horwath Recommendations
42	Identifying and Targeting Terrorism
43	Disruption of Terrorism
44	National Security Training
45	6 Cs Stay Safe Campaign
46	Identify Security Requirements
48	International Garda Liaison Network
49	ATLAS and High Risk Security
50	Major Emergency Management
51	Human Rights Unit
52	Human Rights Strategy

Achieved - continued

54	Strategic Human Rights Advisory Committee re-established
57	Learning & Development Strategy
60	New Uniform Procurement
61	People Strategy
62.1	Recruitment - Gardaí
62.2	Recruitment - Garda Staff
63	Recruitment - Garda Reserves
64	Census and Workforce plan
68	Identifying Non-Core Duties
70	Leadership Training Programme
71	Governance Training
72	Staff Culture Engagement
73	Local Intervention Initiative
77	Discipline Processes Review
84	Procurement Process
85	Operating Model
86	Divisional Policing Model
89	Corporate Governance Framework
90	PAF Phase 2
92	Head of Internal Communications
93	Internal Communications Strategy
94	Social Media Engagement
95	Chief Data Officer
96	Data Collection and Management
99	Digital Strategy
100	Mobile Devices Procurement
101	Enterprise Content Management System Deployment (ECM)
102	Computer Aided Dispatch Deployment (CAD)

*For full details on delivery of individual initiatives in the 2019 Policing Plan, please visit **www.garda.ie***

Overview of the 2019 Policing Plan - continued

Partially Achieved

13	National Recidivism Unit
18	Armed Response 24/7
21	Prüm Biometric Data Exchange
23	Detections Improvements Plan
25	Divisional Protective Services Units
30	Victim KPIs
34	In Person Contact for Victims
37	LifeSaver Detections
40	Roads Policing Members
47	CHIS Code of Practice
53	Identify Human Rights Issues
55	Code of Ethics Training
65	Job Specifications
66	Garda Redeployment
67	Promotion Selection Method
69	Garda Reserve Strategy
76	Garda Probation Monitoring Policy
78	Anti-Corruption Unit
79	Anti-Corruption Policy
80	Health, Welfare and Wellness Strategy
81	Post-Incident Support
82	Management of New Rostering
83	Estate Management
87	Costed Policing Plan
88	Budget & Sanctions Framework
98	Data Quality Assurance Plan
103	Roster and Duty Management System (RDMS)

Not Yet Achieved

6	Regional Cyber Crime Units
7	Garda National Cyber Crime Bureau (GNCCB) Criminal Intelligence Function
19	Garda National Economic Crime Bureau (GNECB) Liaison Units
27	TUSLA Information Sharing
31	Investigation Conclusion Call Backs
33	Hate Crime Policy
35	Victim Assessments
36	Missing Person Status
41	Fixed Charge Notice Recording Delay
56	Human Rights of the Vulnerable
58	Learning and Development Exec. Director
59	Learning and Development Review Group
74	Performance Management
75	PALF Engagement
91	Risk Management Framework
97	Garda Information Services Centre (GISC) Service Level Targets

NATIONAL POLICING

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
3 Providing a quarterly update on performance against National Drugs Strategy goals.	This target was achieved. An Garda Síochána progressed the actions allocated to it under the National Drugs Strategy 'Reducing Harm, Supporting Recovery - a health led response to drug and alcohol use in Ireland 2017 - 2025'. Detailed updates on performance were provided to the Policing Authority on a quarterly basis.
6 Establishing 3 Regional Cyber Crime Units (Q4).	This target was not achieved. However, developing the physical infrastructure in Wexford and Mullingar has been progressed. A tender has issued in respect of the Galway location and completing the physical infrastructure on the third unit. Completing the establishment and commencing the operation of these three satellite cyber-crime hubs is a target in the Policing Plan for 2020.
7 Establishing a Criminal Intelligence function.	This target was not achieved. The National Cyber Crime Unit continues to expand on its functionality to support investigations while the establishment of the criminal intelligence function progresses.
14 Completing the Organised Crime Gang (OCG) Threat Assessment Matrix (Q3) and commencing use of same (Q4).	This target was achieved. The OCG Threat Assessment Matrix has been developed and implementation has commenced in the Eastern Region. This tool will help An Garda Síochána to measure and monitor the evolving threats that criminal gangs pose to the public and to deal more effectively with threats before they escalate.
15 Quarterly reporting on the success in targeting organised crime gangs, emerging threats and challenges.	This target was achieved. The Assistant Commissioner of Special Crime Operations provided a quarterly oral report to the Policing Authority.
16 Delivering an awareness campaign for Gardaí in conjunction with the Criminal Assets Bureau (Q2).	This target was achieved. An awareness campaign designed to inform Gardaí of what the Criminal Assets Bureau does and how it can be utilised by the organisation was delivered. This awareness campaign consisted of an animated video, a notice on the Garda Portal and a unit briefing document to inform Gardaí.
17 Expanding our GoAML functionality (anti-money laundering technology), through utilisation of 'Enterprise' software (Q4).	This target was achieved. The functionality of GoAML (Government Anti Money Laundering software) was improved. A script was developed which will automatically link persons, accounts and entities using certain linking criteria when search term references are being processed.

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
19 Establish a GNECB Divisional Liaison Unit which will provide assistance across 28 Divisions on all reported economic crime (Q4).	This target was not achieved. A National Unit in the Garda National Economic Crime Bureau (GNECB) dedicated to supporting Divisions in the investigation of reported economic crimes was not established due to the competition to staff the unit not being completed. Additional personnel were assigned to provide a supporting role to Divisions during the year but not to the dedicated unit. GNECB continued to liaise with Divisional crime hubs in 2019 to assess and support their ability to undertake economic crime investigations. Economic crime investigations throughout the country were supported and advice given to Gardaí nationally by Assessment Unit, Money Laundering Unit, Serious Economic Crime Units and Payment and Counterfeit Currency Unit of GNECB.
23 Integrating the Detections Improvement Plan in all operational policing plans (Q2) and reviewing effectiveness of same (Q4).	This target was partially achieved. A Detections Improvement Plan has been integrated into the template for policing plans at District and Divisional level. The changes made to improve data quality under PULSE are having an impact on apparent detection rates, and in particular, where the three month and twelve month detection rates are compared with historical data. The Detections Improvement Plan has implemented a uniform approach to investigation governance and investigation standards and this will continue to be monitored in order to improve detection rates. For the first time in 5 years, detection rates for 2018 were published "under reservation" by the Central Statistics Office (CSO) in December. This serves as an acknowledgement by the CSO of improvements to An Garda Síochána's detection data quality.
24 Homicide Review - Develop a plan for the implementation (Q2) and progress implementation.	This target was achieved. An Garda Síochána continued a review of governance around alleged homicide investigations. The 6th Report of the Homicide Investigation Review Team was completed. A plan was developed and implemented. Monitoring of the implementation will continue into 2020.
25 Ensuring all Divisions have access to a Divisional Protective Services Unit (Q4)*.	This target was partially achieved. The roll out of Divisional Protective Services Units (DPSU) continued - it was rolled out to a further 11 Divisions in 2019.

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
26 Report trends over time in the detection of sexual assault with a view to increasing the detection of sexual assault by 2% during 2019.	This target was achieved. An Garda Síochána continue to review and report trends in the detection of sexual assault incidents. At the end of 2019 there was an increase in detections in sexual assault cases by more than 2% compared to the number of detections in 2018.
27 Finalising a Garda Síochána / TUSLA Information Sharing Protocol (Q1)*.	This target was not achieved. Significant engagement between An Garda Síochána and the Child and Family Agency (TUSLA) took place throughout the year. Garda National Protective Services Bureau continues to explore suitable processes.
28 Reviewing the Garda Síochána / TUSLA Joint Working Protocol (Q2).	This target was achieved. A review of the current Garda Síochána / TUSLA Joint Working Protocol was completed. The Joint Working Protocol forms part of the implementation of the National Office for the Prevention of Domestic, Sexual and Gender-based Violence (COSC), Second National Strategy on Domestic, Sexual and Gender Based Violence 2016-2021.
29 Finalising (Q3) and implementing (Q4) a domestic abuse risk assessment tool.	This target was achieved. A Domestic Abuse Risk Assessment tool was developed. The tool was implemented following extensive training provided to senior management in the DMR East. The remaining Divisions will receive training throughout 2020.
30 Updating victim information documents (Q2), developing a set of victims KPI's by end Q4 for implementation in 2020.	This target was partially achieved. A revised Victim Information Leaflet was launched online. This included comprehensive information for victims of crime. In addition, a business card size version was developed by the Garda Victim Liaison Office which is designed for handing to victims of crime by Gardaí. This card also contains additional details including the Garda website address. An updated Victims Charter was developed and published on the Garda Website. The development of an enhanced set of victim Key Performance Indicators (KPI's) has commenced and is ongoing.

National Policing - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
31 Developing proposal for measuring call backs to victims of crime on conclusion of investigation (Q2) for implementation in Q4.	This target was not achieved. A system of measuring call backs to victims of crime including whether they are informed of the conclusion of criminal investigations or proceedings has yet to be developed. Part of this system includes a manual process of contacting victims as well as the generation of a victim's letter from PULSE which informs the victim in respect of the investigation process. A manual process is now in place on a Victims Engagement Tab, where investigating Gardaí can record each victim contact. These contacts will be monitored and reviewed for improvements.
32 Establish a baseline for incidents of 'coercive control' in 2019.	This target was achieved. In 2019, An Garda Síochána focussed particular attention on new legislation in respect of Coercive Control. Monitoring of incidents of coercive control commenced and a communications initiative was undertaken to advise personnel of the legislative provisions and specialist supports available to both victims and investigating Gardaí.
34 'In-person' contact entries will be made within 7 days in the Victim.	This target was partially achieved. It was recorded that 35.44% of domestic abuse victims received an in-person contact from An Garda Síochána within 7 days of an incident - falling short of the target. However, the recording of in-person contacts made with victims has increased considerably over past 2 years having stood at 7.75% December 2017. Trend analysis indicates this will continue to increase.
35 Increase the proportion of complete victim assessments which are made within 3 days of reporting by 7% to 85%.	This target was not achieved. A Victims of Crime Key Performance Indicator (KPI) Dashboard via the Garda Reporting Services launched in August 2019. This allows senior Garda Managers to measure success, identify concerns, and understand patterns and action remedies in terms of the completion of victim of crime assessments being carried out.

The December value for victim assessments completed within 3 days was 81.04%, thereby falling short of the target. However, a sustained positive change is identifiable in trend analysis. |
| **36** Reduce the number of missing person incidents with status of review/clarification to no more than 60 per Region Q4. | This target was not achieved. Outstanding reviews for historic missing person cases require an IT script to clear all previous reviews following each review as, currently, each outstanding review needs to be updated individually. New reviews are not clearing all outstanding reviews. The IT fix required to resolve this issue has not been developed due to ICT workloads. The script is due to be developed and implemented in 2020 and the achievement of the initiative will remain a target in the Policing Plan for 2020. |

NATIONAL SECURITY & INTELLIGENCE

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
4 Establishing a dedicated national tasking and co-ordination function, supported by units in each Region.	This target was achieved. A tasking and coordination function was established. The function is supported by regional tasking and coordination units. This function will set out the tasking and coordination of security and intelligence information throughout the organisation. Standard Operating Procedures in respect of the Regional Coordination and Tasking Units have been circulated. Assistant Commissioner Security & Intelligence will oversee further implementation. The consolidation of the National Coordination and Tasking Functions, in line with the Operating Model rollout, will be continued as set out in the Policing Plan for 2020.
18 Enabling 24/7 Armed Response Unit capacity in each Garda Region (Q4).	This target was partially achieved. In 2019, An Garda Síochána held competitions throughout the year to increase the armed response resources in each Region to facilitate a 24/7 service. A 24/7 core roster has yet to be agreed between Garda management and representative associations. This issue will be progressed in 2020.
21 Commence exchange of biometric data via PRUM with two new states (Q3).	This target was partially achieved. The exchange of biometric data with one Member State (Austria) was commenced. A test connection was also established with the Netherlands and Portugal, however, due to system format issues data could not be exchanged. Testing will resume when an IT solution has been found. The Prum decision lays down provisions under which EU Member States grant each other access to automated DNA analysis files, automated fingerprint identification systems and vehicle registration data. DNA and fingerprint exchanges take place based on a "hit/no-hit" approach, which means that DNA profiles or fingerprints found at a crime scene in one EU Member State can be compared automatically with profiles held in the databases of other EU States. In December 2019 responsibility in this area was transferred from Garda National Technical Bureau to Forensic Science Ireland.

National Security & Intelligence - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
22 Completing development of the Schengen IT system (attain SIS technical readiness) (Q4).	This target was achieved. Technical readiness and EU sign off of the Schengen System was achieved. The SIRENE (or Supplementary Information Request at the National Entries) Office was established to handle the Schengen information system and a competition was held to staff the office. The Gardaí selected are due to take up their new roles in early 2020. Each Member State operating a Supplementary Information System (SIS) has set up a national SIRENE Bureau, operational 24/7, that is responsible for any supplementary information exchange and coordination of activities connected to SIS alerts.
42 Identifying and targeting of terrorist linked activities and support networks.	This target was achieved. An Garda Síochána identified, monitored and reviewed all terrorist linked activities and support networks in order to maintain and protect state security.
43 Disruption of terrorist activities.	This target was achieved. An Garda Síochána focused on the disruption of terrorist activities in line with the state security plan. All activities in this area were reported on regularly in the security plan report.
44 Sourcing and delivering ongoing training in line with best international practice.	This target was achieved. In 2019 An Garda Síochána continued to source and deliver ongoing and up to date training in line with best international practices.

National Security & Intelligence - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
45 Running a 6 C's Stay Safe awareness campaign for all Gardaí (Q3).	This target was achieved. An Garda Síochána developed a number of communication pieces in support of the 6 C's Stay Safe awareness campaign for all Gardaí. Tactical Aid cards were disseminated in respect of the 6 C's and METHANE guidance. Presentations to the Garda College on the 6C's, incorporating MEM elements, were also delivered. Communication posters were delivered for display in Divisional Headquarters. An animated video was disseminated via the Garda Portal. Courses were delivered and assessed in collaboration with Command & Control to both DMR and Western Regional Command and Control rooms.
46 Identify security capability requirements (Q3).	This target was achieved. A review of security capability requirements was conducted. This included an examination of resourcing including finance, accommodation, technology and personnel needs. The review of national requirements indicated that significant restructuring was required within the Regions. Accommodation and the application of new technologies was identified as key enablers of change. Design of a new National Intelligence Model as part of the Organisational Operating Model was progressed and will continue into 2020.
47 Code of Practice developed for Garda Personnel involved in the management and use of Covert Human Intelligence Sources (CHIS) (Q4).	This target was partially achieved. A Code of Practice procedure document has been developed which includes updated versions of the current operational policies. This document has been reviewed by the Human Rights Unit and is currently under review by the Policy and Governance Coordination Section.
48 Liaise with Stakeholders in Department of Justice and Equality and Foreign Affairs and Trade to agree structure and format for deployment. Develop plan and gain approval and agreement for deployment (Q4).	This target was achieved. An Garda Síochána agreed a plan with the Department of Justice and Equality and the Department of Foreign Affairs and Trade to increase our international network of Garda Liaison Officers. In addition, approval was received for a competition to recruit and deploy two new Garda Liaison officers.

National Security & Intelligence - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
49 Contributing to and supporting our partners in Europol and Interpol; Participation in the ATLAS & High Risk Security Network (Q4).	This target was achieved. An Garda Síochána's Special Tactics and Operational Command Unit was appointed the coordinating police service for a new working group of the EU High Risk Security Network (HRSN). The working group aims to identify and disseminate good practice in the area of managing counter-terrorism operations. There are seven other EU countries involved in this working group.
50 Representation and involvement in planned multi-agency Major Emergency Management (MEM) meetings, training opportunities and exercises.	This target was achieved. In 2019 An Garda Síochána attended and supported all scheduled meetings for multi-agency Major Emergency Management (MEM), training opportunities and exercises.

COMMUNITY SAFETY

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
1 Community Policing Framework: Reviewing current community policing and community partnerships (Q2), developing a new approach (Q3) for implementation (Q4).	This target was achieved. A Community Policing Framework was implemented in four Divisions. This Framework provides for community policing Gardaí to be assigned to small geographical areas of a Division, thereby ensuring a consistent level of interaction between the public and An Garda Síochána. A review of community partnerships was also carried out in 2019 and was informed by international good practice. The review will inform the further development of a partnership-based approach to community policing.
2 Publication of a revised Diversity & Integration Strategy (Q2), with implementation plan (Q3) for implementation (Q4).	This target was achieved. The Diversity and Integration Strategy 2019 - 2021 was developed and published. The Strategy included a publication of the hate crime definition and enhanced policies and procedures regarding the reporting, recording and investigation of hate crime. This strategy is designed to improve communication, foster community partnerships and to combat racism and hate crimes. An implementation plan for the Strategy has been developed and implementation is ongoing.
8 Reviewing and reporting on implementation of the 2017 Crime Prevention & Reduction Strategy (Q3), making recommendations for further implementation.	This target was achieved. A review of the implementation of the 2017 Crime Prevention and Reduction Strategy has been conducted. The review contained a number of recommendations to enhance crime prevention capacity. Implementation of the Crime Prevention and Reduction Strategy will be further progressed in 2020.

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
9 Publishing (Q3) and implementing (Q4) an assault reduction strategy (multi-year project).	This target was achieved. An Assaults in Public Reduction Strategy 2019-2021 was developed based on research of best international practice and has been circulated to all Divisional Officers. The Strategy is being implemented by way of an operational order known as Operation Soteria and is ongoing through targeted policing activities and engagement with external partners.
10 Develop and implement the capacity to disaggregate the incidents of domestic assault from the general number of assaults incidents (Q3).	This target was achieved. In 2019 An Garda Síochána put in place mechanisms to allow for a more detailed evaluation of assault figures and specifically the ability to identify assaults which are related to domestic abuse incidents. This new reporting facility allows An Garda Síochána to disaggregate domestic abuse related assaults from wider categories of assault. This extra data supports an improved understanding of and capacity to address these crime types.
11 Establishing a Garda National Bureau of Child Diversion (Q1) and ongoing implementation of the Youth Referral Examination recommendations.	This target was achieved. A dedicated Garda National Bureau of Child Diversion has been established. Youth Referral Examination recommendations were progressed throughout the year, including the review of the Garda Youth Diversion Programme. New standard operating procedures were also developed and approved for juvenile cautions, suitability reports and serious crime.
12 Completion of an on-line Youth Diversion e-learning course by 70% of operational Gardaí (Q4).	This target was achieved. An e-learning course which provides an overview of the Diversion Programme and the workings of the Garda Youth Diversion Office has been developed. 9,487 Gardaí completed the e-learning course.

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
13 Establishing a National Offender Recidivism Unit with oversight and responsibility for J-ARC & SAOR (Q4).	This target was partially achieved. A National Offender Recidivism Unit with oversight and responsibility for both youth crime case management and adult case management was established. The Unit will liaise regularly with the National Offender Strategy Group and the Department of Justice and Equality. Resourcing of the Unit is ongoing. This initiative will continued to be progressed as part of the Policing Plan for 2020.
33 Publishing a Hate Crime policy and procedure (Q3).	This target was not achieved. An Garda Síochána approved the Garda Diversity and Integration Strategy 2019-2021 and a working definition of a Hate Crime was communicated as part of the Strategy.
37 An increase in key lifesaver offence detections.	This target was partially achieved. In 2019 An Garda Síochána made the following lifesaver offence detection changes: • Seatbelt - Detections for 2019 were down 3% on 2018 for seatbelt detections. • Mobile Phone - Detections for 2019 were down by 7% from 2018 figures. • Speeding Intercept - Intercept detections exceeded 2018 figures by 11%. • DUI arrests for 2019 (8405) were down 5% on 2018 figures (8860). • Drug-Driving Offences arrests for 2019 (1299) were up 140% on 2018 figures (534).
38 Implementing the Roads Policing Operations Plan.	This target was achieved. An Garda Síochána conducted all operations outlined in the Roads Policing Operations Plan (RPOP) in respect of driving while intoxicated, speeding, holding a mobile phone and non-wearing of seatbelts.

Community Safety - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
39 Agree an action plan (Q1) and commence implementation (Crowe Horwath Report).	This target was achieved. Specific milestones in respect of the plan have been agreed with the Policing Authority. Work in relation to the implementation of the recommendations is ongoing. Progress has been made with a deep dive and eight actions have been finalised. A review is currently being conducted with a view to streamlining the implementation plan.
40 Increasing the number of Gardaí attached to Roads Policing in line with Government Road Strategy Commitments (Q4).	This target was partially achieved. An Garda Síochána allocated 737 personnel to Roads Policing from competitions throughout the year. The target at the start of the year was an increase of 891 in personnel.
41 A reduction in the FCN recording time gap to less than 16 days for manually issued FCN records.	This target was not achieved. As part of the mobility project to provide Gardaí with new technology to improve processing a mobile application was developed to create Fixed Charge Notices (FCNs) using a Garda mobile device. A review of the process by the Fixed Charge Processing Office (FCPO) was undertaken during the year. Mobiles devices were deployed towards the end of Q4, further deployment of devices and their effects will be evaluated in 2020. Devices were deployed too late in the year to affect the current time gap in collection and processing of FCNs.

CROSS-ORGANISATION SERVICES

Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
5 Recruiting analysts to support policing at divisional and national levels (Q4).	This target was achieved. In 2019 An Garda Síochána increased the strength of the Garda Síochána Analysis Service through the external recruitment of 17 personnel at Executive Officer and Higher Executive Officer level. These appointments will increase the analytical capacity of An Garda Síochána as well as progressing information-led policing.
20 Implementing Investigation Management System (IMS) Phase 1 (Q1) and deploying the system in the South-Eastern Region (Q3).	This target was achieved. In 2019 An Garda Síochána began the rollout of the Investigation Management System (IMS). IMS provides an electronic system to support the set-up, running, management and completion of all investigations. IMS will be used to support the allocation and management of all jobs, will provide an electronic record of all information and evidence gathered and will maintain a full history of the chain of events through to the completion of an investigation. The system was deployed in March 2019 with phased rollout within the South Eastern Region. Phase 1 was completed in the South Eastern Region, including training and ongoing review of the system. Further rollout of IMS will progress in 2020.
51 Building a human rights foundation for policing. Establishing a Human Rights Unit (Q1).	This target was achieved. A Human Rights Unit was established. Further qualified staff are currently being sought within the organisation. A human rights specialist was approved to act as a consultant until more experienced personnel are recruited and to support the development of the unit as well as the delivery of the Human Rights Strategy, Human Rights Framework and related documents.
52 Developing a Human Rights Strategy (Q4).	This target was achieved. The Human Rights Strategy was developed and launched in December 2019. In addition, a Human Rights Framework, a Human Rights Operational Guidance Document and a Human Rights Screening Tool were developed.
53 Assessment of main policy, practice and training materials to identify human rights issues (Q2).	This target was partially achieved. An assessment of the policies, practices and training materials to identify human rights issues was conducted. The Human Rights Framework Document, Human Rights Operational Guidance Document and Human Rights Screening Tool were developed and approved. A document outlining 5 key policy areas for human rights compliance was produced. Assessment of main policy, practice and training will be concluded in 2020 under the Policing Plan.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
54 Re-establishing the Strategic Human Rights Advisory Committee (SHRAC) (Q1).	This target was achieved. In 2019 An Garda Síochána re-established the Strategic Human Rights Advisory Committee (SHRAC). The first meeting was held in March and chaired by the Garda Commissioner. The committee has been guiding the development of the Human Rights Strategy and assessment of policy within An Garda Síochána.
55 Code of Ethics training made available to 100% of personnel, 95% of personnel to be trained and all trained personnel to have signed the Code by Q4.	This target was partially achieved. Code of Ethics training was attended by 89% of all An Garda Síochána. 92% of those trained signed the Code of Ethics.
56 Deliver policy and 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).	This target was not achieved. A review (incl. gap analysis) of existing guidance and training for dealing with vulnerable persons was carried out. Policy in respect of the Victims Act 2017 was developed as well as improved risk assessment capabilities for victims to identify the most vulnerable. A number of initiatives were progressed in respect of an enhanced service provision for vulnerable victims. A review of processes and procedures in respect of vulnerable persons in custody was conducted. Work was also carried out with the National Office for Suicide Prevention to develop Garda knowledge.
57 Commencing development of a Learning & Development Strategy (Q4).	This target was achieved. A draft Learning and Development Strategy was produced. This document provides a strategic view on aspects of learning and development such as systematic training cycles, identification of learning needs, blended learning approaches and governance structures.
58 Advertise Learning and Development Executive Director position (Q2) for appointment in Q4.	This target was not achieved. A job specification for an Expert Director of Learning and Development was developed. A business case has been approved by the Policing Authority and the Department of Justice and Equality. By the end of 2019, this was being considered by the Department of Public Expenditure and Reform. The recruitment process will be further progressed in 2020.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
59 Expert L&D Review Group established (Q3).	This target was not achieved. A number of processes were actioned in respect of this initiative. These included the drafting of objectives, development of membership parameters, definition of the role and responsibility of the Chair, establishing of the role, and responsibility and reporting mechanism of the review group itself. Terms of reference of the Expert Review Group were approved by the Executive. By year end, consultation was taking place with stakeholders regarding membership for proposed nominees.
60 Procurement process for new uniform commenced (Q3).	This target was achieved. A procurement process for a new uniform has commenced with RFTs published and advertised. The overall concept and design of a new uniform has also been agreed.
61 Publication and implementation of the People Strategy (Q2).	This target was achieved. The People Strategy has been published online. It will be implemented via the prioritised initiatives outlined in the Policing Plan and in line with the Strategy Statement 2019 - 2021. Further prioritisation of initiatives will take place in early course and these will be outlined in the Policing Plan for 2020.
62 Recruiting 600 Gardaí (Q4) Recruiting 740 Garda Staff (Q4).	This target was achieved. In 2019, An Garda Síochána recruited 605 Gardaí while 748 Garda Staff were appointed.
63 Recruiting 100 Garda Reserve members (Q1).	This target was achieved. In 2019, An Garda Síochána offered Garda Reserve positions to 100 applicants, all of which were accepted. 99 Garda Reserves completed training.
64 Completing census of all employees (Q1) and complete interim workforce plan (Q2) for execution in (Q3&4).	This target was achieved. An interim Workforce Plan has been developed. As part of this plan, an organisational census was conducted and analysis of the census data was utilised to enable the Workforce Modernisation team to drive the plan. The new responsibilities under the Operating Model was a key factor in developing the workforce plan.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
65 Ongoing development of job specifications for all roles (Q4).	This target was partially achieved. In 2019, An Garda Síochána conducted an organisation census to enable the development of job specifications. This included identifying roles that require police powers and roles that will be progressed for civilianisation. The Operating Model was fundamental in identifying the appropriate structures within which these roles will sit.
66 Redeploying 500 Garda personnel (Q4).	This target was partially achieved. During 2019 An Garda Síochána redeployed 344 Gardaí back into operational roles. The redeployment strategy will be reviewed in line with the development of new job specifications and accommodating Gardaí requiring light duty roles. The shortfall in the redeployment target will be addressed in 2020.
67 Developing proposals for new selection methods to enhance the promotion process (Q3).	This target was partially achieved. The Head of Assessment Services in the Public Appointment Services was seconded to An Garda Síochána to progress work on job analysis. This work will inform the selection processes for Sergeants and Inspectors promotional competitions going forward. A tender has also been issued to identify a Job Analysis Partner to progress work on competency development. This will be further progressed in 2020.
68 Ensuring personnel are allocated roles commensurate with their key skills strengths and competencies.	This target was achieved. A review to identify non-core duties/roles which at present Gardaí carry out on behalf of other state agencies and that do not require police powers or could be carried out through other means was completed. A number of recommendations were made as part of this review and are currently under consideration.
69 Developing a Garda Reserve strategy (Q2).	This target was partially achieved. In 2019 An Garda Síochána developed a draft Reserve Strategy (2019-2023) and a full review of the Garda Reserves. Both have been provided to the Department of Justice and Equality and the Policing Authority. The Reserve Strategy is due to be finalised in early 2020.
70 Developing leadership training programme which will include culture, ethics and psychological safety (Q2).	This target was achieved. Participants were selected for the Garda Executive Leadership Programme (GELP) and began their first module by December.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
71 Providing governance training for the SLT (Q1).	This target was achieved. Improved governance training was delivered to the Senior Leadership Team by an external expert.
72 Developing a staff culture engagement proposal (Q2) for implementation in Q4.	This target was achieved. Twelve staff culture engagement initiatives were approved. The aim of these initiatives is to create a positive work environment promoting a culture of trust where staff work together, feel motivated and confident to engage, speak up and strive to be innovative.
73 Implementing a Local Intervention Initiative in 3 Garda Divisions (Q4).	This target was achieved. In 2019, An Garda Síochána implemented Local Intervention initiatives. These were rolled out and briefings delivered to the Eastern Region and the DMR North Division. Local Intervention has now been rolled out countrywide.
74 Performance management implementation plan developed (Q4).	This target was not achieved. An Garda Síochána was unable to reach agreement with Garda Staff Trade Unions in respect of adopting the PALF programme as the organisation-wide performance management system. An Garda Síochána is continuing to engage with the Department of Public Expenditure and Reform and through the industrial relations process in respect of progressing this matter.
75 40% of Gardaí to have held interim review by end (Q3).	This target was not achieved. As of December 2019, 10,315 Gardaí were trained in the use of PALF. 65% of the Gardaí trained have participated in the PALF process. The target was to track how many managers had had a mid-year meeting (interim review) in respect of progress made on personal and organisational improvement goals. A process to measure this is to be implemented in 2020.
76 Review Garda probation monitoring policy (Q2) and publish approved revised policy (Q4).	This target was partially achieved. A review of the Garda probation monitoring policy has been conducted and, as a result, a draft policy has been submitted to the Senior Leadership Team for approval. This initiative will be further progressed in the Policing Plan for 2020.
77 Conducting a review of and reporting on discipline processes (Q2) in support of drafting new discipline regulations (Q4).	This target was achieved. A review of current discipline processes has been completed. This included mapping the business process and a review of the current system from a legal perspective. In addition, a draft policy on managing underperformance was developed while the local intervention policy has been reviewed in co-operation with GSOC.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
78 Establishing anti-corruption unit at Internal Affairs (Q4).	This target was partially achieved. In 2019, An Garda Síochána had not established an Anti-Corruption Unit (ACU) by year end. Establishment was delayed pending approval of policy and procedure documents on ACU remit as well as difficulty identifying accommodation. An implementation team has been established, headed by the Chief Superintendent of the to-be established Anti-Corruption Unit. Particulars of a competition to resource the unit have been finalised and will run in early 2020.
79 Drafting an anti-corruption policy (Q4).	This target was partially achieved. An anti-corruption policy has been drafted which is currently being reviewed by Legal and Compliance.
80 Health, Welfare and Wellness strategy signed off (Q4).	This target was partially achieved. A draft Health and Wellbeing Strategy has been developed. As part of this, an Organisational Health and Wellbeing Survey was conducted and received a significant response rate within the organisation. Implementation of the Health and Wellbeing Strategy will be progressed in 2020.
81 Post-incident support review conducted and signposting policy updated (Q4).	This target was partially achieved. A review of current post-incident support practices has been conducted. As part of this, a literature review of best practices and of evidence-based approaches was conducted and a draft signposting policy developed. The draft is subject to engagement with the Unions and Associations. This initiative will be further progressed in 2020.
82 Developing a management position on new rostering arrangements (Q2) and commence development of an implementation plan (Q4).	This target was partially achieved. A management position on new rostering arrangements has been developed. Research into international best practice on rostering was conducted and internal and external stakeholder consultation has commenced. This initiative will be progressed under the Policing Plan for 2020.
83 Developing an estate management proposal (Q2 & Q3); engaging with stakeholders (Q3 & Q4) and implementing proposals (Q4).	This target was partially achieved. A draft proposal on the future management of the Garda estate was prepared and submitted to the Executive for consideration and approval.
84 Reviewing procurement processes (Q2) document the as-is process and design to-be process (Q3). Commencing implementation recommendations (Q4)*.	This target was achieved. The current procurement decision making processes were reviewed in 2019. As a result of this review, a Corporate Procurement Plan 2020-2022 was developed.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
85 Establishing an Operating Model strategy, (Q1) Designing an operating model blueprint (Q2) and commencing implementation (Q3)*.	This target was achieved. In 2019 An Garda Síochána began implementation of the Organisational Operating Model. Implementation will involve a move from 28 to 19 Divisions and a new structure within Divisions comprising of four functional areas (Crime, Performance Assurance, Community Engagement and Business Services).
86 Divisional Policing Model pilot in place (Q1), evaluated (Q3) and plan for phase 2 completed (Q4)*.	This target was achieved. In 2019, An Garda Síochána developed and assessed new structures in Divisions. These structures will provide increased levels of oversight and accountability. Functions carried out in each District such as governance, administration, investigation and community policing will be combined at Divisional level and given specific oversight by an assigned superintendent or assistant principal. The model will give Chief Superintendents the ability to implement wider strategies to tackle crime in their Divisions. The model has now been integrated into the Operating Model.
87 Delivering an interim costed policing plan (Q1)* and delivering a final costed policing plan (Q3)*.	This target was partially achieved. An interim costed policing plan has been developed. The final costed policing plan was not delivered. Monthly actual costs of 2019 were used to develop this model as part of preparatory work for costing the 2020 Policing Plan. A projection of costs of the 2020 Plan has been developed and submitted to the Chief Administrative Officer.
88 Establish a framework to provide for multi-annual budgeting and delegated sanctions (Q2)*.	This target was partially achieved. In 2019, An Garda Síochána received delegated sanctions and a review of multi-annual budgeting capabilities began. The review is expected to continue into early 2020. A draft of Mazar's Phase II review of the Garda Finance Functions has been circulated by An Garda Síochána for consideration of the resources steering group.
89 Reviewing our Corporate Governance Framework (Q3)*.	This target was achieved. A review of An Garda Síochána's Corporate Governance Framework has been conducted. The Operating Model's Governance Blueprint is being revised to incorporate new governance processes that will align Divisional, Regional and Headquarters governance and performance and accountability functions. These new roles and functions will support the requirements of An Garda Síochána under the new Oversight Agreement (2020-2022) between An Garda Síochána and the Department of Justice and Equality. This initiative will be further progressed under the Policing Plan for 2020.
90 Implementing PAF Phase 2 (Q3)*.	This target was achieved. PAF Phase 2 was developed and implemented in 2019. Implementation of PAF Phase 3 (electronic integration) will commence in 2020.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
91 Reviewing the Risk Management Framework (Q4)*.	This target was not achieved. A request for tender to engage an independent expert to undertake review of the Risk Management Framework was issued.
92 Appointing a head of internal communications (Q1)*.	This target was achieved. A Head of Internal Communications was appointed in May 2019.
93 Completing an internal communications strategy and commencing implementation (Q4)*.	This target was achieved. A new Internal Communications Strategy has been developed. As part of this, new digital internal communications channels have been developed including screensavers which will update on a monthly basis to distribute key messages. A relaunch of a digital version of Newsbeat has also been agreed and will be progressed further in 2020.
94 Establishing an Instagram account to enhance our online engagement with young people (Q2) and establishing 3 Divisional Facebook pages (Q2,3 & 4) to complete our national Facebook coverage.	This target was achieved. The Garda Instagram account was launched in May 2019. By year end it had achieved over 37,000 followers. Three Divisional Facebook pages (Wexford, Wicklow and Westmeath) are also now live and supported by local personnel.
95 Chief Data Officer (CDO) position advertised (Q2), CDO appointed (Q3)*.	This target was achieved. A Chief Data Officer was appointed in 2019.
96 Reviewing the data collection and management process, (Q3) developing a data collection and management plan (Q4).	This target was achieved. A review of the data collection and management process was completed. In addition, a data collection and management strategy has been developed. Implementation will take place in 2020.
97 GISC meeting service level targets of answering 80% of calls within 20 seconds (end Q4).	This target was not achieved. Unfortunately, while in 2019 An Garda Síochána answered 57% of internal data centre calls within 20 seconds, the target was not achieved due to resourcing issues. The outcome of the mobile devices project may impact on this going forward.
98 Developing and commencing implementation of a Data Quality Assurance Plan (Q4).	This target was partially achieved. A Chief Data Officer has been appointed. A review of data quality, including a review of GISC, is ongoing. A Data Quality Assurance Plan has been developed and was submitted to the Data Governance Board in December for consideration.

Cross-Organisation Services - continued

Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
99 Digital Strategy completed (Q2).	This target was achieved. A digital strategy document has been drafted and finalised.
100 Mobile devices business case developed (Q3) and procurement commenced (Q4).	This target was achieved. In 2019 the mobile devices business case was drafted and approved. Procurement for the first tranche of mobile devices was also completed and 114 devices were rolled-out by the end of 2019.
101 ECM Deployed in Eastern (Q3) and Southern Region (Q4).	This target was achieved. The new file share system has been deployed to Divisions in the Eastern and the former South Eastern Regions. Training and rollout is currently ongoing in the Dublin Metropolitan Region (DMR).
102 CAD Deployed in Western Region (Q1) and South and South Eastern Regions (Q3).	This target was achieved. Computer Aided Dispatch (CAD) was deployed to Western (including Northern) Region in March 2019 and to South and South Eastern Region in July 2019. All four Regional Control Rooms are now live.
103 RDMS deployed to Garda College, Garda Central Vetting Unit, Fixed Charge Processing Office (Q3).	This target was partially achieved. The Roster Duty Management System (RDMS) has gone-live for Gardaí based in the Garda College, Fixed Charge Processing Office and Garda National Vetting Bureau (GNVB). Go-live for Garda staff in GNVB took place in November in tandem with the current virtual time and attendance system, a pilot of which will be evaluated after 2 months. The system should improve coordination of rosters and better enable tracking of hours worked.