



An Garda Síochána
Monthly Report to the Policing Authority

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

August 2018

An Garda Síochána

Oifig an Choimisinéara
Gnóthaí Corparáideacha
An Garda Síochána
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Bí linn/Join us  

Ms. Helen Hall
Chief Executive
Policing Authority

Dear Ms. Hall

Re: Commissioner's Monthly Report to the Policing Authority

In accordance with Section 41A of the Garda Síochána Act 2005, as amended, I am pleased to present the monthly report outlining key aspects of the administration and operation of An Garda Síochána. This report provides an update on all areas included in previous reports and requested by the Policing Authority, from Sections 1 – 14 and in appendices A – F.

At Appendix B (i) – (iv), 'Performance at a glance' for July outlines An Garda Síochána's progress in fulfilling its commitments under the Policing Plan 2018. The Plan is structured around five policing and security priorities;

- 1. Organisational Development and Capacity Improvement**
- 2. National and International Security**
- 3. Confronting Crime**
- 4. Roads Policing**
- 5. Community Engagement and Public Safety**

Quarterly milestones for each initiative are set at the beginning of the year, allowing An Garda Síochána to manage performance and achieve goals. Progress is rated 'On Target', 'At Risk' and 'Off Target', colour coded in the report in green, amber and red.

Seirbhísí gairmiúla póilíneachta agus slándála a sholáthar le hiontaoibh, muinín agus tacaíocht na ndaoine ar a bhfreastalaímid
To deliver professional policing and security services with the trust, confidence and support of the people we serve

Work is continuing between Internal Affairs and ICT to progress the electronic based system for the development and publication of statistics on Garda Compensations and Garda Discipline. In addition to the statistical returns in respect of compensations awarded for 2018, Section 7 now includes statistics on the number of files opened in the Complaints and Discipline sections of Internal Affairs (for year to date 2018) and the number of appointments made under the Garda Síochána (Discipline) Regulations 2007. Statistics in respect of members suspended and dismissed is provided also.

Policing successes and engagement with the community are outlined at Appendix C. This section outlines details of excellent police work and positive engagement in recent months.

Appendix D provides detail and some photographs of some Organisational initiatives which took place in recent weeks. These include;

- The launch of the Donegal Facebook page
- 'Battle of the Intakes' 2018
- Launch of the Roster and Duty Management System (RDMS) pilot

This report complements the following documents which are provided directly to you on a monthly or quarterly basis:

- Human Resources and People Development figures
- Numbers and vacancies in specified ranks
- Status updates on Modernisation and Renewal Programme 2016 - 2021
- Policing Plan Performance Reports

Yours sincerely

Chief Superintendent
Office of the Commissioner

August 2018

Message from the Acting Commissioner

As this is my last monthly report to the Policing Authority, I would like to take this opportunity to thank the Policing Authority Chairperson, Authority and Committee members, the Chief Executive and the Executive Team for their assistance and support during my time as Acting Commissioner.

I have been particularly heartened to oversee the progress made on embedding the Code of Ethics. The Code inspires our Garda, Civilian and Reserve members to maintain the highest standards of conduct in our professional and personal lives, which in turn, will achieve greater public confidence and support for An Garda Síochána.

I have been very proud to serve An Garda Síochána and to see on a daily basis the positive differences our people make in the lives of others. It is that dedication to service from personnel in An Garda Síochána that sees us having such a high level of public trust. I want to thank them for this service.

I would also like to take this opportunity to wish Mr Drew Harris well in taking up the position of Garda Commissioner in early September.

Mr Harris brings with him a wealth of policing experience and has, of course, worked closely with An Garda Síochána on many successful operations over the years that saved lives and protected communities on both sides of the border.

This experience will be very beneficial in continuing to deliver the cultural, technological, and resource enhancements needed to ensure Garda personnel are fully equipped to deliver the best possible service to the public.

I know Mr Harris will be committed to ensuring the focus of the organisation is on protecting and supporting communities and the State as An Garda Síochána has done throughout its history.

Ba mhaith liom buíochas ó chroí a ghabháil leo siúd ar fad, taobh istigh agus taobh amuigh den Gharda Síochána, a chuidigh liom agus a thug tacaíocht dom agus mé i mbun mo chuid dualgas mar Choimisinéir Gníomhach. Guím gach rath ar an gCoimisinéir nuacheaptha an tUasal Drew Harris agus ar an tÚdarás Póilíneachta san obair thábhachtach a bheidh idir lámha acu.

1 Finance

The overall financial position at the end of July shows a total net expenditure of €921m which is €27.2m more than the profiled spend of €893.8m. However, as there are currently savings and underspends on a number of subheads due to timing differences, these subheads are fully committed. The gross year to date overspend amounts to approximately €46.7m.

The adverse variance for the Pay Subhead: (Pay + Overtime, including the Garda College) of €29.2m is partly driven by a funding shortfall, and also due to operational exigencies which has resulted in higher overtime expenditure than the profiled budgeted spend. The expenditure on overtime for the year to date 2018 of €69.7m is €17.1m in excess of the profiled budget.

Travel and Subsistence which in part is driven by additional overtime working and other non-pay subheads listed above, are in total €12.4m in excess of profile.

Procurement

Development of the On-Line Ordering System function on the Garda Portal is continuing, with the team exploring opportunities to add to the items and enhance the system. Analysing the data from the system is a critical part of our future budget planning. A major pilot project is on-going in three stations relating to the summer uniform which is being run and managed by Procurement in conjunction with Deputy Commissioner Policing and Security and the Uniform Committee. The results of the pilot will feed into a new Uniform Tender Competition scheduled to be run in 2019.

Estate Management

New Garda Stations – Wexford, Kevin Street and Galway

- The official opening of Wexford Garda Station took place on 1 August 2018. The station was opened by the Minister for Justice and Equality and the Acting Commissioner.
- The official opening of Kevin Street Garda Station is scheduled for 30 August 2018.
- Galway Garda Station was formally opened by the Minister for Justice and Equality on 20 July 2018 and is operating well.

Works Underway:

- Carlow Garda Station - upgrade of cells and custody management facilities.
- Ballinasloe and Athlone Garda Stations - total refurbishment of the stations, to include the upgrade of the cells and custody management facilities. The project is expected to be completed in early Q4 2018.
- Works are underway for the provision of a new Garda Station and immigration facility for the Garda National Immigration Bureau at Transaer House, Dublin Airport.

Capital Budgetary Constraints

As previously advised, budgetary constraints in 2018-2021 will significantly impact the delivery of the Garda Building and Refurbishment Programme 2016-2021 and subsequently on the capacity of An Garda Síochána to implement the Garda Modernisation and Renewal Programme.

Strength of Garda Fleet, broken down by type and age as at 31 July 2018

Cars			Vans	Motorcycles	4 x 4	Others	Total
Marked	Unmarked	Total	Total	Total	Total	Total	
765	1,159	1,924	489	129	110	119	2,771

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
Total	1,924	489	129	110	119	2,771	100%
< 1 year	143	81	12	22	20	278	10%
1 – 2 years	284	88	35	16	31	454	16%
2 – 4 years	729	134	28	32	40	963	35%
4 – 6 years	423	112	25	1	3	564	20%
> 6 years	345	74	29	39	25	512	19%

Vehicle age is calculated from date of commission

2 Human Resources and People Development (HRPD)

- The Garda strength at 31 July 2018 stood at 13,751 and the civilian strength was 2,309.8. A full breakdown by rank, grade and gender is outlined at **Appendix A**.
- The Garda Trainee recruitment campaign continues. The first class of 2018 entered the college in January. Further classes entered in April and July with the next intake planned for October 2018.
- Sanctions for the recruitment of additional and new civilian posts are continuing to be received from the Policing Authority and work continues on recruiting to these posts.
- The Workforce Plan is continuing to be refined and revised in consultation with the Policing Authority and Departments of Justice and Equality and Public Expenditure and Reform who are anxious to ensure the visibility of the Garda Reassignment Initiative and progress on the workforce modernisation agenda. Further information on the status of Civilianisation and Redeployment is outlined in **Section 5**.

3 Information and Communications Technology (ICT)

- **NICHE Applications (GEMS and RECORD):** An upgrade to a new database version was completed on 23 July 2018.
- **Portal R7:** A maintenance release update for the Garda Síochána Portal was completed on 25 July 2018. This release includes an update to DNAT with some bug fixes.
- **Reporting Services 7:** A minor release for reporting services was deployed on 26 July 2018 which will incorporate updates to the reporting functionality.
- **AFIS Q3:** Improvements to the review screen and automation for GDPR compliance to remove old records; sign off for destruction release was deployed on 8 August 2018.
- **Active Mobility 8:** A number of updates to the Active Mobility Application to enable automatic OCR¹ of car registration plates, driver numbers and vehicle information were successfully deployed on 20 August 2018. The updates were based on user interaction and feedback.
- **Monthly Patching:** Essential Microsoft security updates are scheduled for deployment to all PCs on 23 August 2018.
- **Reporting Services 8:** The release is due on 27 August 2018 and will include updates to nine reports. These updates include various improvements in layouts and new data structures.
- **Portal R8:** The Garda Síochána Portal release is scheduled for 29 August 2018 and will include an upgrade of the current version of the Pulse Audit Data tracking tool.

Modernisation and Renewal Projects

Front Line Mobility: The next mobility release is scheduled for 20 August 2018. This release will contain new features in the application and updates to the User Interface.

Property and Exhibit Management System (PEMS): The phased rollout of the peripheral devices is complete, including rollout to the identified CPD locations. As of 6 August 2018, 923 users have been provisioned with access to the application, with a planned total of 1,200 users after training is complete. There have been 273,830 object records created in the system. An upgrade for the PEMS application including enhancements to the application resiliency was completed on 16 August 2018. A software upgrade is due in the coming weeks.

Roster and Duty Management System (RDMS): The first phase of the Rosters and Duty Management System, which is a pilot in the DMR East Division, went live for the Divisional Planning Function on 18 June and the time and attendance (bookings) commenced on 9 July. The pilot will run for 14 weeks to

¹ Optical Character Recognition: software that allows you to convert different types of documents, such as PDF or images captured by a camera into editable and searchable data.

assess the new Duty Planning Function, as well as DMS system itself (including analysis of the payroll output). Further details are outlined in Appendix D.

Schengen: Phase 0 of this project, involving detailed requirements analysis and process design, has been formally closed. Development of the detailed functional designs across all national systems required to integrate with Schengen is progressing. Development of the SIRENE Case Management system has commenced. Preparatory activities are now underway for the first compliance test with eu-LISA, the agency responsible for administering the Schengen Information System.

Enterprise Content Management (ECM): A review of the collaboration functionality is in progress. Dates for Phase 2 training and deployment are to be agreed between the Business Owner, Garda College, Strategic Transformation Office, and ICT.

4 Corporate Communications

Papal Visit Media Briefing

A media briefing in relation to the Papal Visit was held in Dublin Castle on 26 July 2018, in conjunction with the Department of the Taoiseach and the National Transport Authority. It addressed traffic and public safety issues and will be followed by further briefings.

Publication of Q1 2018 Garda Public Attitude Survey

The results of the Q1 2018 Public Attitude Survey were proactively published on 6 July 2018 via press release and posting on Garda.ie and social media. Details of the results were also provided to staff via the Garda Portal with emphasis on areas for improvement.

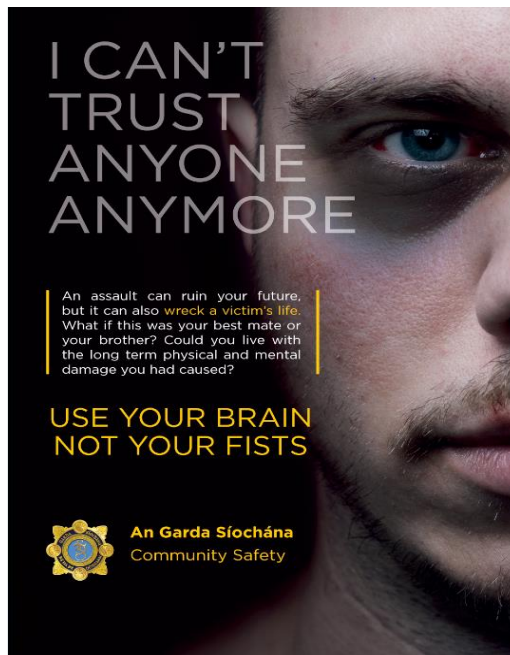
Operation Ketch Media Briefing

Garda National Protective Services Bureau and Special Crime Operations held an extended media briefing into searches targeting those possessing and distributing child exploitation material. Assistant Commissioner John O’Driscoll was a guest on RTE Six One News on 26 July 2018.



Public Awareness Campaign “Use Your Brain Not Your Fists”

A public awareness campaign “Use Your Brain Not Your Fists” was initiated in an attempt to reduce assaults. A press release was distributed to the media and a spokesperson provided information to radio stations. The campaign is targeted at young males, as the main offenders in assault incidents. Key advice was published across Garda digital media channels. The campaign was covered extensively in The Irish Independent, The Herald, The Sun, The Mirror and The Journal as well as regional and local newspapers.



Public Awareness Campaign “Bike Safely”

A public awareness campaign “Bike Safely” was initiated in conjunction with the Road Safety Authority to attempt to reduce the number of collisions involving motorcyclists. A press release was distributed to the media and a representative provided information at a media briefing. The campaign is targeted at motorists and motorcyclists. It warns motorists to be aware of motorcyclists and urges motorcyclists not to take unnecessary risks. Key advice was published across Garda digital media channels.



Interviews/Operational Media Briefings

Media briefings included serious crimes, missing persons, organised crime, and invoice redirect fraud.

5 Progress update on the status of Civilianisation and Redeployment

Garda members reassigned to operational duties at 3 August 2018

	Chief Supt	Superintendent	Inspector	Sergeant	Garda	Total
Total	0.5	4	8	14	95	121.5

Garda members reassigned to operational duties at 3 August 2018, by Division

	Chief Supt	Superintendent	Inspector	Sergeant	Garda
STO	0.5	4			
Legal Affairs			1		
Internal Audit			1		
Finance			1		
GPSU			1		
HRM			1		
Garda College			2		
Commissioner's Office					1
Community Relations			1	2	
Internal Affairs					1
Press Office				1	
NBCI				1	
CAO				1	
GNIB					9
Cork City					7
Cork North				1	2
Cork West					3
Limerick					2
Donegal					3
Louth					1
Galway				1	10
Sligo					4
DMR West				2	5
DMR South					4
DMR South Central					6
DMR North				1	17
DMR North Central				2	8
Tipperary					2
DMR Traffic					1
GNSPB				1	1
West Meath					1
Mayo					1
Wicklow					1
Laois/Offaly					1
Carlow					1
Kilkenny				1	
Monaghan					1
Roscommon					1
Waterford					1
Total	0.5	4	8	14	95

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

Ethics Workshops are ongoing nationally and approximately 9,500 persons have attended and positively engaged. The Garda College in conjunction with the Garda Ethics and Culture Bureau continues to liaise with Organisational Senior Management with a view to maximising workshop attendance and the associated signing of the Code of Ethics declaration.

On 7 August 2018, a HEO was appointed to the Garda Ethics and Culture Bureau, bringing the personnel complement to four. Staffing now comprises a Superintendent, a Higher Executive Officer and two Executive Officers.

7 Internal Affairs

Compensation	Jan	Feb	March	April	May	June	July	Total
Compensation files opened	16	11	13	12	15	21	7	95
Compensation files closed*	0	3	38	24	25	2	2	94
Compensation cases awarded in the High Court	11	19	12	14	4	12	19	91
Total Awarded (€)	712,627	447,613	200,620	306,851	47,498	326,922	1,825,318	3,867,449

* Files closed as a result of refusal by the Department of Justice and Equality or withdrawn by the member.

Complaints & Discipline

The table below provides information in relation to the combined number of files opened² in the Complaints and Discipline sections of Internal Affairs for the year to date, 2018. Not all files will contain appointments under the Garda Síochána (Discipline) Regulations, 2007 as amended³.

Region	Sum YTD
D.M.R.	352
Eastern	158
HQ and National Units	31
Northern	123
South Eastern	117
Southern	173
Western	118
Total	1,072

² Files opened relate to complaints made and files where disciplinary proceedings have commenced.

³ There may be occasions where it may be necessary to have preliminary/background enquiries conducted before the appointment of a Deciding or Investigating Officer.

The information to follow, includes a combination of appointments⁴ made under the Garda Síochána (Discipline) Regulations 2007, as amended, in respect of complaints which were forwarded by GSOC to the Commissioner for investigation in accordance with Section 94 of the Garda Síochána Act 2005, as amended. It also includes appointments made as a result of disciplinary matters outside of the Garda Síochána Act, i.e. Internal Discipline. The figures represent year to date, 2018.

Regulation Type	Members
Part 2 ⁵	634
Part 3 ⁶	25
Total	659

- At present, there are 32 members suspended from An Garda Síochána.
- In 2018, to date, two members have been dismissed.

⁴ An appointment relates to a Deciding Officer or Investigating Officer being assigned to investigate a breach of discipline.

⁵ Less serious breaches of discipline.

⁶ Serious breaches of discipline.

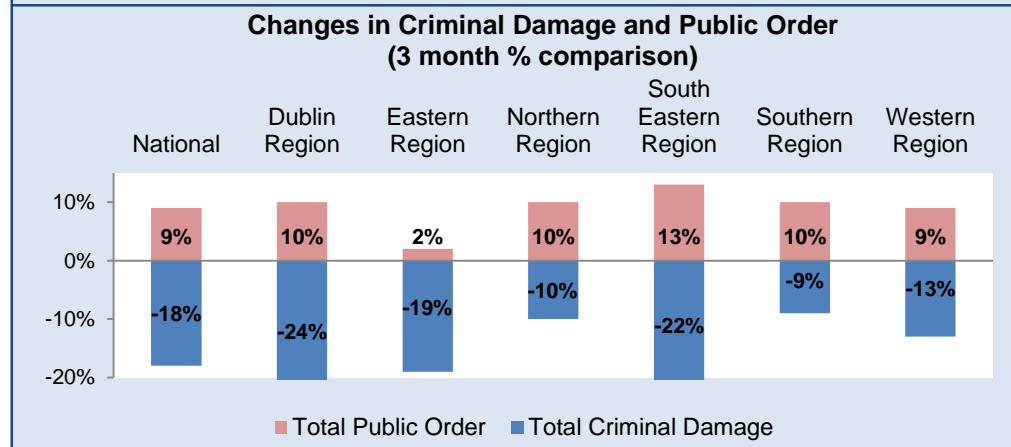
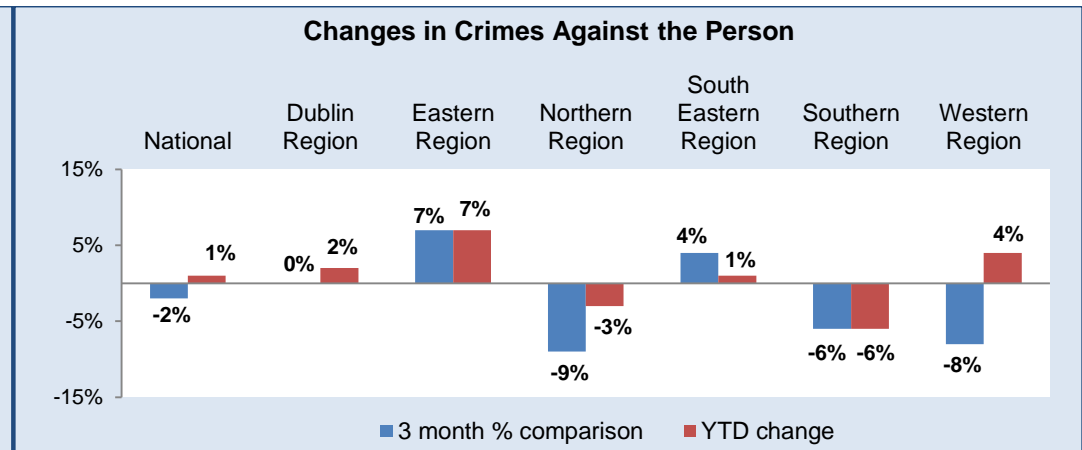
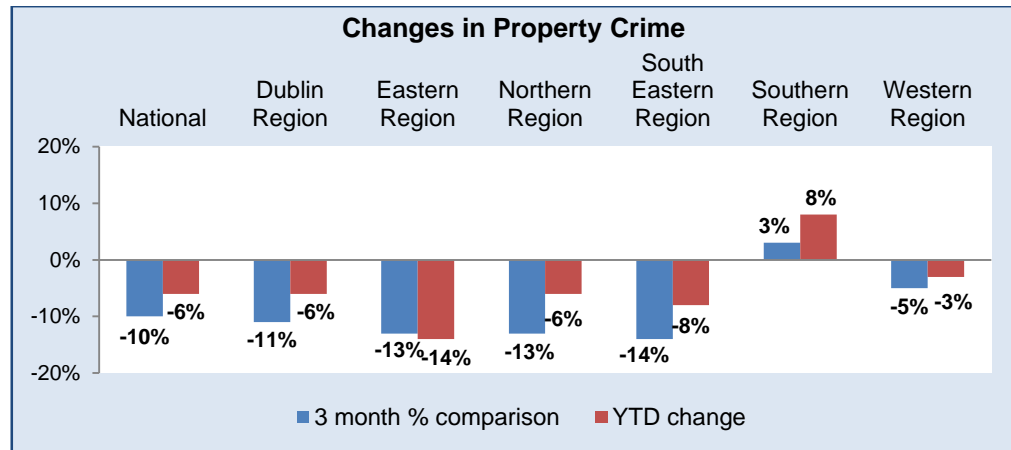
National Overview / Operational Challenges

Nationally, property crime is down -6% in the year-to-date comparison, with decreases in all regions except the Southern Region (+8%). Violent property crime incidents are up +16% in the year-to-date; notable increases are evident in robbery of an establishment, robbery from the person and aggravated burglary incidents. Nationally, crimes against the person are 1% higher when the period January to July 2018 is compared to the same period in 2017. Time comparisons for sexual offences could not be completed due to issues around the application of crime counting rules. Total criminal damage is down -18% and total public order incidents are up +9% in the three-month comparison. The Garda organisation closely monitors crime trends and disseminates analysis on a regional and divisional basis. This feeds directly into planning operational activities aimed at reducing and preventing crime.

Organisational challenges

The CSO has taken the decision to resume publication of Recorded Crime statistics under a new category entitled “Under Reservation”. An Garda Síochána is continuously working with the CSO to rectify data quality issues and concerns, as well as set out criteria for lifting the reservation. Work is ongoing to identify sexual offence incidents where the crime counting rules have not been applied correctly so that these issues can be resolved.

Note: Crime incident figures and the associated trends below are based on provisional data. The CSO publications represent the official crime statistics. These are carried in the CSO’s quarterly publications of crime trends and in their annual reports. Regional incident counts for some crime categories are low; therefore, percentage changes should be interpreted with caution.



MRP Status Overview for July

Project Status View

National Policing	National Security	Community Safety	Cross Org Services
Divisional Protective Service Units 1	ECM System Phase 1	CAD Part 2	Health & Wellbeing Strategy*
Court Presenters	Garda National Cyber Crime Bureau - Project 1	Community Policing Framework Strategy	Policy Governance Structure (P1)*
Divisional Protective Service Units 2	Investigations Management System	Corporate Services*	General Data Protection Regulation
JARC*	PEMS Part 2	CAD Part 1	PALF
PAF Technology Support	Schengen	Contact Management System	Roster & Duty Management System
SAOR*	ECM System Phase 2	Control Room Accommodation	Bullying & Harassment Policy*
ANPR Central Monitoring Office*	PEMS Part 3*	Control Room Phone Number/Communications	Cultural Audit*
Code of Ethics	Prüm (Fingerprint Data Exchange)*	Enhancing Network Access to Rural Locations*	Equality, Diversity & Inclusion Strategy*
Electronic RC1*		Establish the Office of Corporate Communications*	Garda Employee Assistance Service System*
GoAML*		CAD Part 1 - National Rollout	Garda Síochána Analysis Service*
PAF Processes & Procedures		CCTV Management Strategy*	HR Operating Model*
		Garda Mobility Strategy	Policy Ownership Matrix (P2)*
			Process Optimisation - Cycle to Work*
			Revised Approach to Risk Management*
			Risk Management IT System*

Project Status Breakdown

Critical	Under Control	On Track	Total Projects
13	15	20	48

*Included in this figure are the Civilianisation and Divisional Policing Model projects, which are Tier 1 and not included in the Project Status View in section 1.1

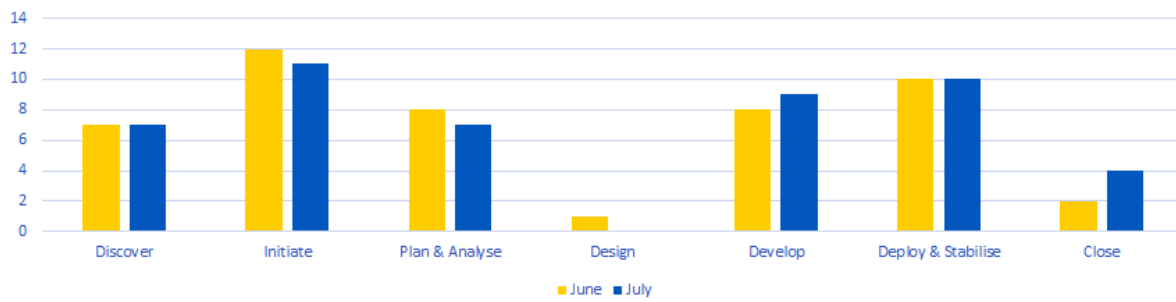
Project Status Comparison to Previous Month

Critical	-2 (-2)	
Under Control	+1 (+1)	<ul style="list-style-type: none"> Court Presenters moved from red
On Track	+1 (+1)	<ul style="list-style-type: none"> Policy Ownership Matrix (P2) moved from red

Project Status by Tier

	Red	Amber	Green	Total Projects
Tier 1	2	0	0	2
Tier 2	8	11	4	23
Tier 3	3	4	16	23
Totals	13	15	20	48

Project Breakdown by Phase



Phase	Project	Comment
Discover		
Initiate		
Plan & Analyse	CAD Part 1 – National Rollout	Previously in Initiate
Design		
Develop	Court Presenters	Previously in Plan & Analyse
	Equality, Diversity & Inclusion Strategy	Previously in Plan & Analyse
Deploy & Stabilise		
Close	HR Operating Model	Previously in Design
	Cultural Audit	Previously in Develop

10 Risk Management

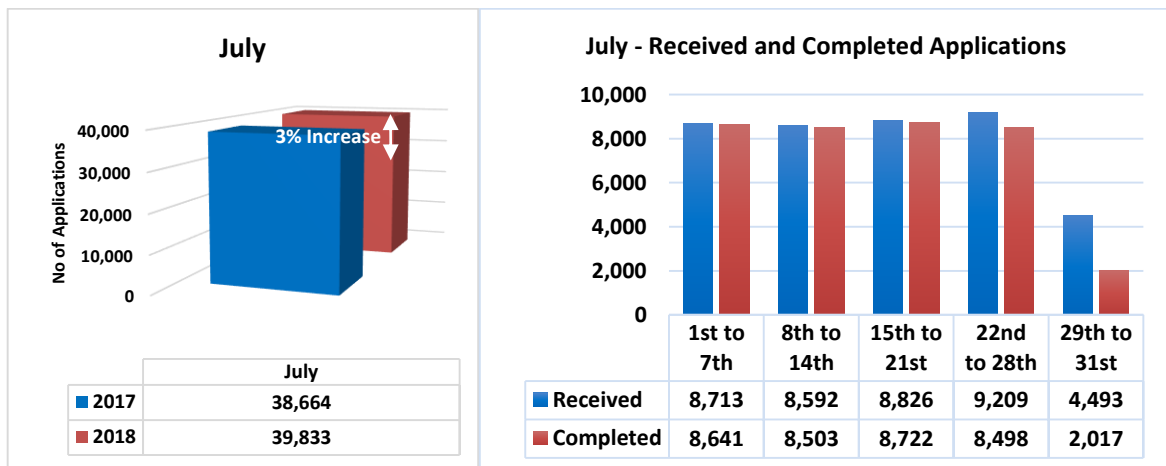
- Three Risk & Policy Governance Board (R&PGB) meetings have been held so far in 2018, the latest one being held on 22 June 2018. The R&PGB meeting scheduled for 25 July 2018 has been rescheduled for early September 2018.
- The Policing Authority attended the Garda Risk Management Unit (GRMU) on 24 July 2018 for an on-site visit to review risk management in An Garda Síochána.
- A meeting of the Key Governance Stakeholder Group (GPSU, GIAS, Strategic Planning, STO, GRMU, Garda Internal Affairs, PGCU) took place on 9 August 2018.
- There are now 14 Corporate Risks on An Garda Síochána's Corporate Risk Register. Corporate Risk Owners have been assigned to each and each corporate risk is being actively managed with Risk Action Plans developed in respect of each Corporate Risk.

The GRMU continues to provide Organisation-wide communications, training, workshops, advice and guidance to all risk management stakeholders, with the objective of embedding risk management firmly within the Organisation's culture. In addition to the regular support staff briefings held throughout the country each month, Superintendent GRMU also undertakes regular meetings with Divisional and District Risk Managers on a one-to-one basis in order to review and quality assure their risk registers.

Since October 2016, the GRMU has provided training, briefings and direct support to more than 1,450 members of An Garda Síochána, of all ranks and grades.

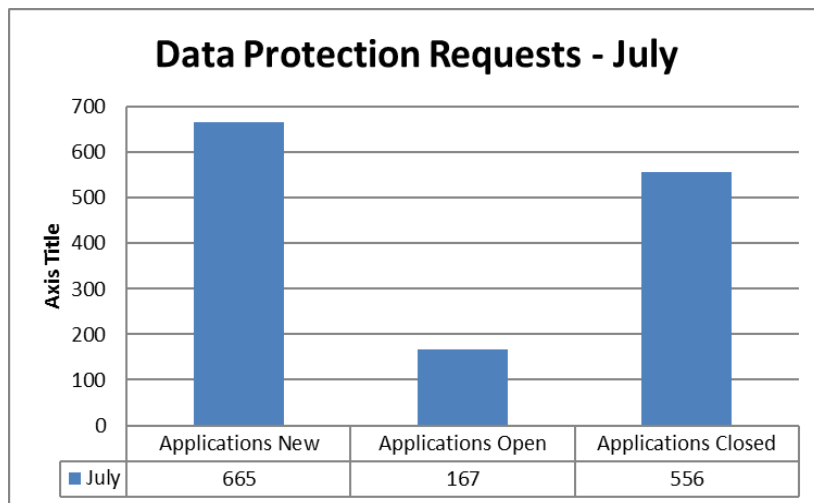
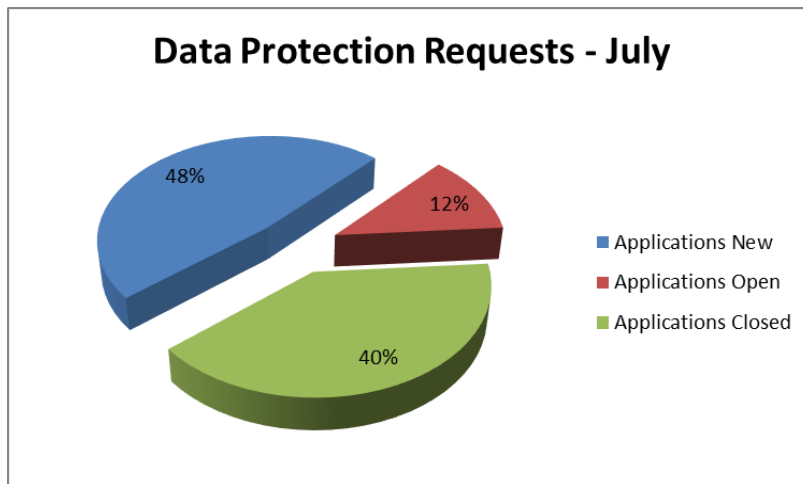
It is acknowledged that another 12 - 24 months will be required for risk management to become embedded in Organisation culture and for An Garda Síochána's risk framework to be considered as 'mature'. An Garda Síochána's corporate risks are being managed effectively by their assigned Corporate Risk Owners, overseen by the R&PGB and supported by the GRMU.

11 Vetting



12 Data Protection

Applications	New	Open	Closed
July	665	167	556



13 Freedom of Information (FOI)

The eFOI tracking system records a total of 308 requests, incorporating a total of 499 questions, received between 1 January and 31 July 2018. The majority of these requests were submitted by members of the public (133), followed by requests from journalists (115). 22 requests were received from members of An Garda Síochána and seven from members of the Oireachtas. The remaining requests were submitted by business/interest groups, solicitors and academics.

The distribution of these requests over Human Resources, FOI Section, Internal Audit, Finance and Procurement is displayed in the table below:

MONTHLY STATUS UPDATE – July 2018			
FOI Requests	Year To Date	July	Comments/Issues
Finance: General	52	12	
Finance: Procurement	8	1	
FOI Section	180	33	
Human Resources	64	15	
Internal Audit	4	1	
Total Requests	308	62	
Additional Requests	293	34	These comprise out of scope requests requiring attention by An Garda Síochána (crime reporting etc.)
FOI Decisions	Year To Date	July	Comments/Issues
Granted	31	8	As of 31 July 2018, 28 FOI requests remain open including one request received in 2017
Part-granted	70	10	
Refused	164	35	
Withdrawn	24	8	
Withdraw & redirect	0	0	
Total Decisions	289	61	Includes 8 decisions made in 2018 on requests made in 2017.
Response Times	Year To Date	July	Comments/Issues
Within time	278	61	
Out of time	11	0	

* Statistics are drawn from a live ICT reporting system and as a result information is changing hourly/daily as decisions are made and files completed.

Note: Further to clarifying information provided in the last report, it has been confirmed that the year to date figures for requests in FOI Section should have been 147 and not 148 as previously advised. The request received in May, which was amended after clarification received in June, was re-assigned from FOI Section to Human Resources, giving them the correct year to date figure of 49. The total number of requests at 30 June 2018 was 246.

July 2018

File Type	New				Finalised			
	Garda		Non-Garda		Garda		Non-Garda	
	Litigation	Pre-Litigation	Litigation	Pre-Litigation	Litigation	Pre-Litigation	Litigation	Pre-Litigation
Article 40			1					1
Assault				1			1	
Assault (Sexual)								
Breach of Duty			1				1	
Bullying								
Consultative Case Stated							1	
Constitutional								
Defamation								
Damage to Property				10				8
Discovery		1	3	1			2	3
Equal Status Act								
Employment Cases		1						
False Imprisonment				1			1	
Fixed Charge Notice								
Injunction								
Inquest								
Hearing Loss					1			
Judicial Review			3				1	
Loss of Property				1				
Malicious Prosecution								
Negligence								
Penalty Points								
Personal Injury		3		7			2	
Police Property Application				2				
PSV								
Slip/Trip/Fall								
SCA Assist								
Unlawful Arrest			1					1
Unlawful Search								
Unlawful Seizure								
Vetting				1				
Warrant Case								1
Other		1	1	6			4	
Total	0	6	10	30	1	0	13	14

- The figures provided above refer to the number of new files opened and finalised in Legal Services in the month of July 2018.
- The files are broken down into the categories of “Garda “ / “non-Garda” files.
- The figures are further broken down into files which are “pre-litigation” (legal proceedings have not been instituted) and “litigation” (files which are the subject of legal proceedings).

Appendix A

Human Resources and People Development (HRPD)

Rank	Strength 31 July 2018	Male	Female
Commissioner	1	1	
Deputy Commissioner	1	1	
Assistant Commissioner	9	7	2
Chief Superintendent	46	39	7
Superintendent	160	145	15
Inspector	248	212	36
Sergeant	1,832	1,493	339
Garda	11,454	8,173	3,281
Total	13,751	10,071	3,680

Of which	
Career Breaks (incl. ICB)	96
Work-sharing*	56
Secondments (Overseas etc.)	19
Maternity Leave	82
Unpaid Maternity Leave	33
Available Strength	13,465

*Equates to 112 Full-time members.

Professional/Technical	M	F	No. of staff	WTE	Administrative	M	F	No. of staff	WTE	Industrial	M	F	No. of staff	WTE
Head of Legal Affairs (Director level post)	1		1	1	CAO	1		1	1	General Op	11		11	11
Senior Solicitor		1	1	1	Executive Director of HR and People Development	1		1	1	Electrician	1		1	1
CMO	1		1	1	Executive Director of Finance	1		1	1	Store Keeper	1		1	1
Assistant CMO	1		1	1	Executive Director of IT	1		1	1	Carpenter	1		1	1
Occupational Health Physician			0	0	Executive Director of Strategy & Transformation	1		1	1	Charge hand	1		1	1
Nurse		3	3	3	Ex Director Legal & Compliance		1	1	1	Plumber	1		1	1
Head of Training & Development			0	0	Director	1		1	1	Traffic Warden	3	3	6	4
Teacher	8	9	17	16.6						Driver	16		16	15.8
Professional Accountant Grade I	2	3	5	5	PO*	9	6	15	15	Store man	4		4	4
Professional Accountant Grade II	2	1	3	2.8	AP**	13	17	30	30	Store Officer	1		1	1
Professional Accountant Grade III		1	1	1	HEO***	57	77	134	133	Groom	2		2	2
Researcher	1	1	2	2	EO ****	69	286	355	345	Catering Staff	3	25	28	28
Photographer	2	1	3	3	CO	280	1273	1553	1459.4					
Cartographer	1	1	2	2						Non-Industrial				
Examiner of Maps	1		1	1						Supt. Of Cleaners		2	2	2
Telecoms Technician	9	1	10	10						Cleaner	14	254	268	148
Accident Damage Co-ordinator	1		1	1						Service Attendant	43	2	45	31.9
Technical Supervisor	1		1	1						Seasonal Cleaner/SA	26	23	49	7.3
Workshop Supervisor	1		1	1						Service Officer	6	1	7	7
<i>Sub Total</i>	32	22	54	53.4	<i>Sub Total</i>	434	1660	2094	1989.4	<i>Sub Total</i>	134	310	444	267

Overall Totals	No. of Staff	2,592	No. of Female Staff	1,992
	WTE	2,309.8	No. Of Male Staff	600

WTE = Whole Time Equivalent

*Includes 1 Head of Analysis Service **Includes 2 Deputy Head of Analysis Service ***Includes 26 Senior Crime & Policing Analysts ****Includes 8 Crime & Policing Analysts

Appendix B (i)

Policing Plan 2018 – Performance at a glance, July 2018

Priority 1

Organisational Development
and Capacity Improvement

1a	HR Strategy	Red	14	GISC Service Levels	Yellow
1b	HR Operating Model	Green	15a	PULSE Inc. Recording (Process)	Green
2a	Recruit 200 Gardai (Qtr.)	Green	15b	PULSE Inc. Recording (Monitoring)	Green
2b	Recruit 500 Staff (Year End)	Red	15c	PULSE Domestic Abuse m/o	Green
2c	Recruit 500 R.Gdai (Year End)	Red	15d	PULSE 'Detected' Incidents	Green
3	Reassignment of Gdai (3-4)	Red	16	Enterprise Content Mgt.	Red
4	Divisional Policing Model	Red	17a	Ident. Cultural Audit Issues	Green
5	Roster and Duty Mgt.	Red	17b	Cultural Audit Strategy	Red
6	Court Presenters	Red	18a	Ethics Strategy	Green
7	Computer Aided Dispatch	Red	18b	Phase 1 of Ethics Training	Red
8	Investigation Mgt. System	Green	18c	Gifts and Hospitality Policy	Green
9a	PALF (Individual Reviews)	Yellow	19	Strategic Planning F/W	Red
9b	PALF (Data Quality Goal)	Green	20	Policy Ownership Matrix	Green
10	PMDS Training Commenced	Red	21	Inspection and Review IT	Green
11	Appoint Chief Data Officer	Red	22	Costing the Policing Plan	Green
12a	Appoint DP Officer	Yellow	23a	Risk Registers	Green
12b	DP Impact Assessment Plan	Yellow	23b	Sharing Risk Data	Green
13	Centralised Inc. Classification	Green	23c	Gov. Assurance Framework	Red

Priority 2

National and International
Security

			29b	Prüm Information Exchange	Green
			29c	Mobile Immigration Data	White
26a	Training in 8 MEM Regions	Yellow	29d	European Union PNR Directive	White
26b	Emergency Planning Task Force	Green	30	Scanning Security Environment	Green
27a	Specialist Firearms Procedures	Red	31a	GCCB Intelligence Function	Red
27b	Critical & Firearms Inc. Cmd.	Green	31b	Cyber Forensic Exam. Units	Yellow
			31c	Forensic Computer Examination	Red
29a	Schengen information Sharing	Green	32	National Cyber Security Desk	White

Appendix B (ii)

Policing Plan 2018

Priority 3

Confronting Crime

33	CJ (Victims of Crime) Act 2017	Green	39b	ID Victims of Sex Exploitation	Green
34a	Defining Hate Crime	Red	40a	Safeguarding Statement	Red
34b	Proc. to Record Hate Crime	Red	40b	PULSE Automated Children First	Green
34c	Rpt. Hate Crime Campaign	Red	40c	Integrate PULSE/TUSLA NCCIS	Green
35a	Div. Protective Services Units	Red	41a	Crime Prevention Officer Proc.	Red
35b	Dom. Abuse/Sex Cr. Risk Ass.	Green	41b	Crime Prevention Mobile App.	Red
35c	Facilitating SORAM Workshops	Green	44a	GNECB Regional Liaison	Red
36a	Domestic Homicide Review	Red	44b	N. Fraud Prevention Office	Red
36b	Reporting/Detection of Sex Off.	Red	44c	Fraud Prevention Camp.	Green
37a	Domestic Abuse Interventions	Green	44d	Anti-Corruption & Bribery	Red
37b	Reporting of Domestic Abuse	Green	44e	Corruption/Bribery Ph. Line	Red
37c	Domestic Abuse Call-Backs	Red	45a	Reports to PA on OCG's per Q.	Green
38a	THB Training	Green	45b	Dev. Matrix to assess OCG's	Yellow
38b	Identification of victims of THB	Green	46	Drug Intimidation Rpt. Pg.	Green
39a	Dist. of Child Pornography	Green	47	Enhanced GoAML Function	Green

Priority 3

Metrics

42a	Maintain Det. Rate (Assault)	Red	43	Decrease Inc. Level (Assault)	Red
42b	Maintain Inc. Level (Burglary)	Green	44f	Increase in M. Laundering Inv.	Green
42c	Maintain Det. Rate (Burglary)	Red	45c	Increase Det. (S/S Ctrl. Drugs)	Red
42d	Maintain Inc. Level (Robbery)	Red	45d	Increase Det. (Firearms)	Green
42e	Maintain Det. Rate (Robbery)	Red	45e	European Arrest Warrant Ex.	Green
42f	Maintain Det. Rates - Narrative	White			

Appendix B (iii)

Policing Plan 2018

Priority 4

Roads Policing

48	Crowe Horwath Action Plan		50	Roads Policing Operations Plan	
49a	Divisional Roads Policing Units		52	Road Safety Nat. Media Strat.	

Priority 4

Metrics

49b	Roads Policing Personnel		53b	Decrease Road Fatalities	
51	Multi-Agency Checkpoints		53c	Decrease Serious Injuries	
53a	Enforcement Focus on KLO's				

Priority 5

Community Engagement and Public Safety

54a	Com. Pol. Area Segmentation		58c	ID Barriers to Diverse Groups	
54b	Personnel Allocation Plan		59a	Diversity & Inclusion Strategy	
55	Garda Reserve Strategy		59b	Diversity Training	
56a	New Garda Website		60	J-ARC Recommendations	
56b	Social Media Engagement		61	SAOR Implementation	
57	Crime Prev.(Vulnerable People)		62a	Juvenile Diversion Action Plan	
58a	Plan to Attract Diverse Groups		62b	Implement Plan (see 62a)	
58b	Implement Plan (see 59a)		63	Major Event Mgt. Review	

Appendix C

Policing Successes and Community Engagement

Throughout the month of July, there were various incidents of excellent police work performed by members of An Garda Síochána in the course of their routine operational policing duties. These were supported by specialist personnel, such as those attached to Special Crime Operations, Security & Intelligence, Roads Policing and Community Engagement & Public Safety.

On 1 July 2018, Gardaí from Cavan Garda Station responded to a report of a burglary, during which a female reported that she had been awakened by a male intruder holding a knife to her throat who threatened to kill her and her baby. The intruder searched the house and stole cash, jewellery and cigarettes. The scene was technically examined and a number of items were recovered. The following day, a number of searches were conducted which resulted in the seizure of evidence and a male arrested. He was subsequently charged with related offences and brought before the District Court where he was remanded in custody until 13 September 2018.

On 2 July 2018, Gardaí at Anglesea Street Garda Station received a call that a burglary had just been committed at a coffee shop on Carey's Lane, Cork. The area was searched and a short time later a man in his 30s was arrested and detained under section 4 of the Criminal Justice Act, 1984. As a result of further enquiries, the arrested man was charged at Cork City District Court in relation to this incident and four similar burglaries which occurred at business premises in the Cork City area during June 2018.

On 22 June 2018, three burglaries occurred in an elderly community in the Tipperary Town District. Two of the houses were occupied by the resident at the time of the burglaries and electrical items and cash were taken. On 6 July 2018, a suspect was arrested and, following further investigation, on 24 July 2018 a second suspect was arrested for these crimes. Both suspects are currently before the courts.

On 7 July 2018, Gardaí investigating the sale and supply of drugs in the Limerick area, conducted a search of a premises in Murroe, Co. Limerick. During the course of this search, Cannabis Herb with an estimated value of €200,000 was seized. A man in his 30s was arrested and detained at Henry Street Garda Station under Section 2 of the Criminal Justice (Drug Trafficking) Act, 1996. He was brought before Limerick District Court on 9 July 2018 and charged with Possession of Drugs for Sale or Supply contrary to Section 15 of the Misuse of Drugs Act 1977/1984.

On 11 July 2018, the Kilkenny Divisional Drugs Unit, assisted by a local Detective Unit, searched a premises in Callan and found 4kgs of Cannabis Herb and a quantity of Cannabis Resin, with an estimated street value of €100k. Two persons at the scene were arrested and subsequently charged with the sale and supply of drugs, contrary to section 15, Misuse of Drugs Act 1977/1984 and are currently before the courts.

On 11 July 2018, an off-duty member from Bandon Garda Station witnessed a road traffic collision at Shinnagh, Rathmore, Co. Kerry in which a 70-year-old female, who was momentarily blinded by sun glare, struck a pillar and overturned her vehicle. The member immediately called the emergency services and remained with the driver until an ambulance arrived. The driver, who was later treated for minor head injuries, spoke very highly of the assistance and re-assurance provided to her by the member.

On 12 July 2018, a member of staff at a menswear outlet in Letterkenny reported to Gardaí that a number of males had carried out what were believed to be fraudulent transactions. These transactions took place over a two-day period and the value of the clothing purchased was approximately €2,550.

Preliminary enquiries resulted in five males as the suspects. Following further enquiries, the suspects' vehicle was stopped in Carnamuggagh and searched, during which the stolen property was recovered, some of which is in a re-saleable condition. All five occupants of the vehicle were arrested for theft offences and detained under provisions of section 4, Criminal Justice Act, 1984 and were brought before a special sitting of Letterkenny District Court where two of the males were released on bail, with the remaining three remanded in custody.

On 13 July 2018, Cork City Armed Support Unit (ASU) personnel responded to an incident in the Gurrabraher area. On arrival they observed that a three-year-old girl had sustained serious burns to her face and chest from hot wax. Prior to the arrival of ambulance personnel, the members provided medical assistance to the child by placing burn kit packs to her chest and facial area. She was then taken to Cork University Hospital where she was treated for her injuries. She was later discharged from hospital having only suffered superficial injuries due to the prompt actions of the members at the scene.

On 14 July 2018, a man reported to Galway Garda Station that at approximately 5am at St Patrick's Avenue, Galway, a male who stated he had a knife in his pocket, had demanded the injured party's wallet, which he handed over. The male then took his cash and his bank-card from the wallet and demanded his mobile phone, which the injured party also handed over. The suspected offender then fled in the direction of Forster Street. A good description of the offender was provided to Gardaí by the injured party, which was circulated to all mobile patrols in Galway. At 5.45am, a male, matching the description provided, was located at Prospect Hill and found to be in possession of the stolen mobile phone and a sum of cash. He was arrested and brought to Galway Garda Station where he was detained pursuant to the provisions of Section 4 of the Criminal Justice Act, 1984 as amended. The Offender was later charged with robbery and handling stolen property and was remanded in custody to Galway District Court on 21 August 2018.

At approximately 3pm on 15 July 2018, Gardaí at Milford Garda Station received a telephone call from a female, who reported that her estranged partner had broken into her house and was currently inside. Gardaí were aware that there was a Protection Order in force and arrived at the scene at 3.10pm, by which time the estranged partner had armed himself with a knife and had barricaded himself into a bedroom, threatening self-harm. A cordon was established and the Regional Support Unit (RSU) and a nominated hostage / barricade negotiator attended the scene, with emergency medical personnel. After a period of 5 hours' negotiation, the man indicated his intention to disarm and the RSU intervened, removing him from the house.

On 16 July 2018, as part of an ongoing operation by the Garda National Drugs & Organised Crime Bureau (GNDOCB), a firearm and ammunition were recovered and two persons were arrested in the Dublin 5 area, both of whom were subsequently charged with related offences and were remanded in custody by the Court.

On 18 July 2018, Cork City ASU were on mobile patrol in the Togher area when they came upon a male cyclist who had fallen from his bike and was bleeding profusely from an arterial wound to his thigh. The members immediately provided emergency first aid, applying pressure and a tourniquet to the wound, slowing the bleeding. As emergency medical assistance was not immediately available, the members made alternative arrangements for the injured male and he was taken to Cork University Hospital in the Togher District patrol van. The swift intervention of Garda members in this instance undoubtedly averted serious injury or loss of life.

On 21 July 2018, as a result of an ongoing policing initiative, personnel from GNDOCB arrested one person in the Palmerstown area of Dublin resulting in the seizure of €12,000 cash. The prisoner was subsequently released from custody and an investigation file is being prepared for the Law Officers.

On 24 July 2018, as part of an ongoing investigation and enquiries, a search under the Misuse of Drugs Act, 1977/1984 was conducted at a house in Four-Mile-House, Co. Roscommon, during which approximately 100 mature and 60 other Cannabis plants and a small quantity of Cannabis Herb, with an estimated street value of €140k, were found. Two persons found on the premises during the search were arrested for offences contrary to Section 15 (sale & supply) and Section 25 (Cultivation), of the Misuse of Drugs Act, 1977/1984 and were detained at Castlerea Garda Station. Following their period of detention, both were charged with offences contrary to Section 15, and were brought before Harristown District Court, where they were both remanded in custody.

On 25 July 2018, as a result of two separate incidents involving personnel from the GNDOCB, two people were arrested in the Tallaght area and €20,000 cash was seized. Separately, one person was arrested in the Dublin 7 area and €15,000 cash was seized. The arrested persons in both incidents were released without charge and investigation files are being prepared for the Law Officers.

On 28 July 2018, between 3am and 4am, three robberies from the person were reported to the Gardaí at Enniscorthy and Wexford Garda Stations. All three injured parties reported that they were walking home from events when a car pulled up alongside them with four men on board. Up to three of the occupants exited the car and proceeded to assault them and steal their wallets, mobile phones and other personal items. From a description of the vehicle and the culprits, investigating Gardaí have arrested and detained five persons and an investigation file is being prepared for the Law Officers.

On 30 July 2018, an articulated lorry was stopped, at Rosslare Europort, Wexford having arrived from Cherbourg, France, and searched by Customs and Excise Officers who found approximately 36kg of suspected Amphetamines, which, following preliminary analysis, was established to be Cocaine, with an estimated street value of approximately €2.5m. The driver was arrested for possession of drugs for sale or supply and was detained at Wexford Garda Station under the provisions of section 2, Criminal Justice (Drug Trafficking) Act, 1996. The driver of the vehicle was charged on 1 August 2018, with offences contrary to Section 3 (simple possession) and Section 15 of the Misuse of Drugs Act 1977/1984 and was brought to a special sitting of Wexford District Court where he was remanded in custody. An investigation file is currently being prepared for the Law Officers.

On 31 July 2018, following an intelligence led operation into the sale and supply of drugs in the Eastern Region, Gardaí from the Leitrim District supported by National Surveillance Units and ASUs from the Northern and Eastern Region, stopped a car at Cortober, Carrick-on-Shannon, Co. Leitrim. On searching the car, two bags of Cannabis Resin (22.6kgs) were found and the driver was arrested for the sale and supply of drugs and was detained pursuant to the provisions of the Criminal Justice (Drug Trafficking) Act 1996. A follow-up search was conducted at a property in Manorhamilton, during which, a quantity of cash and a further 8 'blocks' of Cannabis Resin were found. The arrested person was charged with possession of drugs for sale or supply, contrary to Sections 15 and 27 of the Misuse of Drugs Acts, 1977/1984 and was brought before Sligo District Court. He was remanded in custody, where he remains.

During the month of July, following an investigation by Gardaí in the Bridewell District, a 28-year old man was found guilty by a jury at the Central Criminal Court of two offences contrary to Section 4, Non-Fatal Offences Against the Person Act, 1997, for (knowingly and recklessly) passing HIV to two women, for which the Judge imposed a 10-year term of imprisonment.

Community Engagement

An Open Day was held at Mullingar Garda Station on 7 July 2018, organised by the Community Policing Unit with support from several units from Operational Support. Demonstrations included public order policing, scenes of crime fingerprints and a display of Armed Support Unit vehicles. Gardaí provided personal safety and crime prevention advice and gave a tour of the cells and custody area. Members of the Islamic Community provided an ethnic food tasting exhibition for members of the public. 200 people attended a sensory hour which included families with autistic children where there were no sirens or loud noises. The Open Day was a huge success with over 1,000 people in attendance.

The 13th Annual Bray Air Display took place on 28 and 29 July 2018. There were performers from Ireland and other countries on both days and a display by the Red Arrows. This event draws large numbers of the public and in excess of 80,000 persons attended over the two days. A number of dignitaries and Ambassadors were also in attendance. Local Authorities in conjunction with Bray Gardaí organised the event, which included an extensive Traffic Management Plan. Members carried out their duty in a dedicated and professional manner which led to the successful policing of the event. There has been positive feedback from the local community, stakeholders and those involved.

The Croagh Patrick Pilgrimage has taken place for over 1500 years and the Annual Reek Sunday took place on 29 July 2018. The event had a special focus on family as part of preparations for the World Meeting of Families 2018 and was attended by approximately 5,000 pilgrims. The day was pro-actively policed by local Garda units and was managed in conjunction with an inter-agency approach by Mayo Mountain Rescue and the PSNI Mountain Rescue Team. The cross border initiative has proven to be a great success.

Garda Eoin Daly, a member of the Community Engagement & Public Safety Unit in Kilrush will run the Dublin City Marathon in October to assist ongoing fund-raising for mental health facilities in West Clare. This initiative has attracted enormous support from the local community and within eight days of his announcement to participate, over €4,000 was raised. This and continuing contributions will be given to a local charity, Happy Feet Happy Minds.

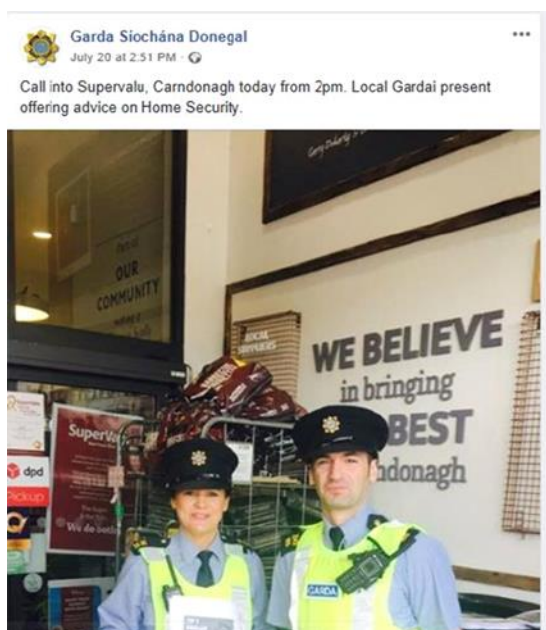
Appendix D

Organisational Initiatives

New Donegal Facebook page assists the Irish Open

The Donegal Facebook Page was launched in mid-June 2018. This page is now live and contains content specific to the area, alongside items of national interest. The page proved to be a great benefit during the Irish Open 2018, which was held in Ballyliffin, Donegal from 4 – 8 July.

Through Facebook posts, the Division was able to send out local and prompt advice to the public visiting the area (samples included to follow). The launch and upkeep of this Facebook Page is part of the Communications Strategy undertaken by the Office of Corporate Communications as part of An Garda Síochána's Modernisation and Renewal Programme.



'Battle of the Intakes' 2018 on the Assault Course, Curragh Camp

33 Probationer Gardaí, from three recent intakes (171, 172 and 173) took part in the hugely successful 'Battle of the Intakes' on 12 July 2018. The aim of the challenge was to incorporate the promotion of fitness, health and wellbeing amongst Probationer Gardaí into a team event. On the day, the 33 Gardaí took on the challenge in the Curragh Camp, led by a Company Sergeant in the Defence Forces and his team. The Probationers were divided into three teams and after a gruesome warm up, they completed three drills against the clock. They were then put through their paces with a tyre pull and the afternoon was finished with a 10ft jump off the gantry.

Each and every Probationer gave 110%. They were tested mentally and physically and worked solidly as a team with some Probationers facing fears such as heights, water and enclosed spaces. Many goals were achieved during the challenge, ranging from fitness, communication, teamwork, mental agility, community focus and personal development. This collaboration between An Garda Síochána and the Defence Forces fosters a great spirit of goodwill which now has the opportunity to go from strength to strength.



Another important aspect of this initiative was fundraising. The chosen charities were the Irish Cancer Society and Conai House, a Mental Health Support group in Blanchardstown. Sponsorship cards were printed and both charities were presented with monies raised at a coffee morning. The winners, Intake 171, were also presented with medals.



Launch of the Roster and Duty Management System (RDMS) Pilot

A key milestone in An Garda Síochána's Modernisation and Renewal Programme was recently reached, with the introduction of the Roster and Duty Management System (RDMS) to the DMR East Division. A Duty Planning Unit was established in the DMR East Division on 18 June 2018, which is responsible for planning duties in respect of all resources in the Division, using the RDMS. The RDMS contains all the information required to enable local management, supervisors and planners to prioritise local policing demands and plan duties accordingly.

On 9 July 2018, the RDMS pilot was introduced for all Garda members and civilian staff in the Division. Garda members, civilian staff and supervisors in the DMR East now have the ability to view their teams' planned duties a number of weeks in advance. Annual leave, absences, training and absences are recorded on the RDMS. One of the primary functions of the RDMS is time and attendance recording, which is achieved through Garda members and civilian staff 'booking on' at the beginning of their tour of duty / shift and 'booking off' at the end.

The recording of time and attendance and annual leave enables the RDMS to calculate overtime, unsocial hours' allowances and annual leave balances which allows for the phasing out of paper-based processes. Personnel can also view their overtime, annual leave, 'Time off in Lieu' (TOIL) and flexi balances.

The RDMS provides management with real-time information on all resources currently working or rostered to work, at any time, as well as their planned duties and skills. This information proved invaluable to management in DMR East when responding to a serious public order incident shortly after the pilot commenced. The pilot will run for a period of 14 weeks, after which an evaluation will be conducted. The National Rollout of the RDMS to all Divisions and Specialist Sections will follow this evaluation.

Appendix E

Schedule of Expected Vacancies													
Rank	Forecast of Total Number of Vacancies based on compulsory retirements and other known leavers including voluntary retirements, resignations, career breaks, consequential vacancies, etc.												
	2018												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2018
Assistant Commissioner		1											1
Chief Superintendent			1	1		1					1		4
Superintendent	1		4	1	2		3		2	1	1	0	15
Total	1	1	5	2	2	1	3	0	2	1	2	0	20

Appendix F

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks
Data as at 8 August 2018

Rank	ECF	Position at end of last month	Appointed in Month	Career Break		Resignations	Retirements		Demotions	Consequential vacancies	Net Change Increase (+), Decrease (-)	Total at end of Month	Total Number of Vacancies at end of Month
				Commenced	Return		Compulsory	Voluntary					
Assistant Commissioner	9	9									0	9	0
Chief Superintendent	47	46									0	46	1
Superintendent	168	161					0	3		0	-3	158	10
Total	224	216	0	0	0	0	0	3	0	0	-3	213	11