

ANNUAL REPORT
Policing Plan
AN GARDA SÍOCHÁNA

NATIONAL POLICING

Key performance indicators

YEAR END TARGET	PROGRESS MADE
2.1.1 Continuing pro-active contacts with victims of domestic abuse (Operation Faoiseamh).	Operation Faoiseamh launched in 2020 as a proactive, protective measure with the goal of providing information, support and protection to victims of domestic abuse during the Covid-19 pandemic. Operation Faoiseamh continued to be an active, ongoing operation throughout 2021 with two additional phases commenced. These focused on the execution of outstanding arrests for breach of order incidents, the provision of support and assistance to victims, continuing to make contact with victims of Domestic Abuse and the execution of Specified Orders, issued pursuant to relevant provisions of the Domestic Violence Act 2018.
TARGET ACHIEVED ✓	
2.1.2 Maintaining the level of domestic abuse victims contacted within 7 days of reporting an incident.	The Garda National Protective Services Bureau (GNPSB) Governance Unit monitored the level of domestic abuse victims contacted, aiming to maintain contact within 7 days of reporting an incident. Figures relating to contact to Domestic Abuse victims within seven days of reporting were recorded and included in the Policing Plan Performance Report each month.
TARGET ACHIEVED ✓	
2.1.3 Continuing the roll-out of the Domestic Abuse Risk Assessment Tool.	The Domestic Abuse Risk Assessment Tool is utilised by An Garda Síochána to aid a decision-making process through which members determine the best course of action by estimating, identifying, qualifying or quantifying risk. The Tool was rolled out to Divisions in the North Western Region in 2021. Roll out to the remaining Divisions will continue in 2022.
TARGET PARTIALLY ACHIEVED ◐	
2.2.1 Reducing the backlog for the examination of seized electronic devices to below 12 months.	Operations commenced at four Garda National Cyber Crime Bureau (GNCCB) satellite hubs located in Cork, Galway, Mullingar and Wexford in 2021. 25 staff were allocated to GNCCB in April 2021 and the allocation of additional staff is planned for 2022. Although progress was made with regard to establishing the satellite hubs, it was not possible to reduce the backlog of seized electronic devices to below 12 months during this period.
TARGET NOT ACHIEVED ✗	
2.2.2 Implementing a plan to respond to the Garda Inspectorate Report – Responding to Child Sexual Abuse.	The Implementation of the Garda Síochána Inspectorate Report, Responding to Child Sexual Abuse, is governed and managed by an Inter-departmental Implementation Group, that is supported by an internal Garda Committee established to action recommendations specific to An Garda Síochána. The vast majority of the recommendations, within the remit of in An Garda Síochána to deliver, were implemented. Two remain outstanding and An Garda Síochána continues to engage with relevant stakeholders to progress.
TARGET ACHIEVED ✓	

YEAR END TARGET	PROGRESS MADE
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2.2.3 Increasing the quality and quantity of information on economic crime provided to Divisions.

TARGET ACHIEVED 

Throughout 2021, The Divisional Liaison Office in the Garda National Economic Crime Bureau provided assistance and advice on requests to Divisional and District investigators conducting complex economic investigations.

- The Financial Intelligence Unit (FIU) Ireland engaged with Divisions and Districts throughout the year with regard to the receipt and analysis of Suspicious Transaction Reports (STRs) and other information relevant to money laundering or terrorist financing, for the purpose of preventing, detecting and investigating possible money laundering or terrorist financing.
- The Criminal Intelligence Office in the Garda National Economic Crime Bureau continued to act as a repository and resource centre for fraud related intelligence and enquiries for members of An Garda Síochána and international police services. They also collect, analyse and disseminate fraud related intelligence on suspect individuals, entities and crime groups.

2.3.1 Developing and implementing a system of outcomes-based measurement for sexual offences, in addition to standard statistical reporting of detection rates.

TARGET PARTIALLY ACHIEVED 

In 2021, a pilot began to capture a more complete picture of crime outcomes. Previously, crimes were recorded as either detected (i.e. resulting in a sanction outcome) or not detected. The goal is to move to a more granular set of outcomes to identify why some crimes were not or could not be detected. The initial pilot combined with a review of rape cases in the Eastern Region resulted in the design of a more comprehensive pilot for 2022 for all crime types across a full Garda Division.

2.3.2 Conducting a post-implementation review of the operation of the Divisional Protective Services Units.

TARGET ACHIEVED 

A review, comprising of four phases, commenced on the operation of the Divisional Protective Services Units (DPSU) in 2021. Phase 1 and 2, relating to vehicles, transport and training were completed with Phases 3 and 4 to be commenced in 2022.

2.4.1 Continuing to disrupt local drug dealing through the activities of the Divisional Drug Units.

TARGET ACHIEVED 

Operation Tara was launched on 1st May 2021 and involves a focus on disrupting, dismantling and prosecuting drug trafficking networks impacting our communities. The operation is designed to maximise the prospect of identifying offenders, seizing drugs and criminally acquired assets, initiating criminal proceedings where possible and appropriate, and reducing the impact and threat to our communities associated with drug trafficking.

YEAR END TARGET	PROGRESS MADE
<p>2.4.2 Engaging with the National Family Support Network and community organisations to help address drug-related intimidation of drug users and their families.</p> <p>TARGET ACHIEVED ✓</p>	<p>An operation has been in place since Q4 2020 in the Dublin Metropolitan Region to measure the prevalence of Drug Related Intimidation (DRI). All incidents where DRI was a motivating factor were managed through this specific operation. New enhancements to internal I.T. systems were put in place to measure the outcomes of this operation. Additionally, the Garda Commissioner selected an Inspector in every Garda Division to respond to the issue of drug related intimidation.</p> <p>The Department of Health funded two initiatives to raise public awareness of the problem of Drug Related Intimidation and to support victims, their families and their communities. An Garda Síochána has supported the Department of Health by engaging in the development of a framework for inter-agency collaboration on drug related intimidation and violence.</p>
<p>2.8.1 Continuing to take action targeting organised crime groups.</p> <p>TARGET ACHIEVED ✓</p>	<p>Reporting on progress against this target was provided verbally to the Policing Authority throughout 2021. This target is considered to be achieved due to the policing successes in targeting OCG's and the convictions achieved in 2021, in respect of offences related to directing and participating in criminal organisations, drug trafficking, possession of firearms, money laundering and property crime.</p>
<p>2.8.2 Implementing and reviewing the OCG threat assessment matrix.</p> <p>TARGET ACHIEVED ✓</p>	<p>The pilot of the National Criminal Intelligence Framework (NCIF) and Serious Organised Crime Threat Assessment (SOCTA) commenced in March 2021. This pilot will continue until March 2022.</p>
<p>2.8.3 Monitoring the level of seizures of firearms, drugs and currency</p> <p>TARGET ACHIEVED ✓</p>	<p>A number of significant seizures of firearms, drugs and currency took place throughout 2021. Data relating to seizures resulting from operational activity conducted by the Garda National Drugs and Organised Crime Bureau (GNDOCB) is collated throughout the year and included in the monthly Policing Plan Performance Report.</p>

NATIONAL SECURITY AND INTELLIGENCE

Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p>3.1.1 Conducting intelligence-led operations with our domestic and international partner agencies. Continuing to monitor threats posed by extremists. Identifying, targeting and disrupting terrorist linked activities and support networks. Conducting intelligence-led operations to identify, target and seize finances to be utilised for terrorism.</p>	<p>Progress against this target was reported directly to the Department of Justice throughout 2021.</p>
<p>3.2.1 Seeking out new opportunities to further enhance the capacity and capability of Security and Intelligence.</p>	<p>Progress against this target was reported directly to the Department of Justice throughout 2021.</p>
<p>3.3.1 Continuing to participate in Major Emergency Management interagency structures, including meetings, working groups, training opportunities and exercises.</p> <p>TARGET ACHIEVED ✓</p>	<p>An Garda Síochána participated in a number of Major Emergency Management interagency structures throughout the year to achieve this target. This included engagement with the Department of Transport regarding the National Search and Rescue Plan, the National Emergency Coordination Group on severe weather, The 12th rescEU Chemical Biological Radiological Nuclear Task Team and the Digital Green Card project. Management of the An Garda Síochána Covid-19 Coordination Unit was ongoing throughout the year, with a greatly increasing number of enquiries.</p>
<p>3.3.2 Promoting awareness of Major Emergency Management amongst senior management in An Garda Síochána.</p> <p>TARGET ACHIEVED ✓</p>	<p>Through ongoing communication with the Garda National Major Emergency Response Coordination Group, the Major Emergency Management Office promoted awareness of through briefings to regional Inspectors who, in turn, brought the information back to their senior management..</p>

YEAR END TARGET

PROGRESS MADE

4.1.1 Putting in place appropriate arrangements to communicate, monitor and provide assurance in relation to the use of additional powers related to Covid-19, including:

- o Issuing regular internal communications to ensure that members and staff are clear in their powers and their use.
- o Maintaining strong central governance processes to ensure strong coordination and management of issues as they arise.
- o Collecting and analysing data on use of powers (e.g. use of fines, check points, use of anti-spit guard, complaints).
- o Continuing regular review of data by senior management of such data in context of human rights obligations.
- o Regularly communicating to stakeholders (e.g. Policing Authority and Minister) on the monitoring of such data and publication of same.
- o Maintaining engagement with standing Diversity Forum in relation to policing of Covid-19.

An Garda Síochána put in place appropriate arrangements to communicate, monitor and provide assurance in relation to the use of additional powers related to Covid-19. The Covid-19 Coordination Unit, established in March 2020 continues to manage the strategic response in a co-ordinated manner as events evolve. The Unit cascaded information relating to new / amended legislation to Garda personnel, with detailed guidance documents also issuing in respect of changes to Regulations.

Strong central governance of Covid-related matters was ensured with regularly held Operational Performance Governance Board (OPGB) Management Meetings.

TARGET ACHIEVED



COMMUNITY SAFETY

Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p>1.1.1 Working proactively with partner agencies to identify risk and the vulnerable in the community.</p> <p>TARGET ACHIEVED ✓</p>	<p>Throughout 2021, An Garda Síochána proactively worked with partner agencies to identify the risk and the vulnerable in the community. This is work that will continue to be ongoing. A number of campaigns were launched throughout the year targeting particular areas of identified risk, such as the 'Lock up – Light up' campaign and the Garda Park Smart Appeal.</p>
<p>1.1.2 Rolling out the Community Policing Framework in a further 8 Divisions.</p> <p>TARGET PARTIALLY ACHIEVED ◐</p>	<p>An Garda Síochána developed a new Community Policing Framework in 2019 which ensures a consistent level of interaction between the public and An Garda Síochána. The implementation plan for rollout of the Community Policing Framework to a further eight Divisions was developed in May 2021 and mapping of the eight Divisions is complete.</p>
<p>1.1.3 Working with the Department of Justice in piloting Local Community Safety Partnerships in 3 Divisions (Dublin North East Inner City, Waterford, Longford) as measured by the level of engagement with process.</p> <p>TARGET ACHIEVED ✓</p>	<p>An Garda Síochána, in conjunction with the Department of Justice, piloted Local Community Safety Partnerships in three Divisions (Dublin North East Inner City, Waterford and Longford). Meetings of these partnerships took place throughout 2021.</p>
<p>1.2.1 Proactive engagement in the community (including services and supports to vulnerable individuals in the context of Covid-19).</p> <p>Maintaining engagement with standing Diversity Forum in relation to policing of Covid-19.</p> <p>TARGET ACHIEVED ✓</p>	<p>An Garda Síochána proactively engaged with the community, including services and supports to vulnerable individuals and minority communities in the context of Covid-19. Engagement with the standing Diversity Forum, in relation to policing of Covid-19, was maintained.</p>

YEAR END TARGET

PROGRESS MADE

1.2.2 Implementing the Diversity and Integration Strategy 2019-2021 including the following initiatives;

- o The development and roll-out of hate crime training
- o A review of the current model for Diversity Officers, including their integration into the Community Policing Framework
- o Survey of Community Stakeholders

An Garda Síochána continued to implement initiatives under the Diversity and Integration Strategy 2019-2021. This included the development and roll-out of hate crime training and a review of the current model for Diversity Officers. Initiatives not achieved during the current strategy period will be carried over to the next strategy, as appropriate.

TARGET PARTIALLY ACHIEVED

1.3.1 Maintaining and building on positive results in respect of the following;

- o An Garda Síochána is trusted by the local community
- o The local community are listened to by An Garda Síochána
- o An Garda Síochána prioritises issues that matter to people in the local community
- o Community relations are central to the work of Garda Síochána
- o An Garda Síochána organisation is community focused
- o Number of victims reporting their most recent crime incident
- o Number of victims that felt that the right amount of information had been provided to them

This target relates to the Public Attitudes Survey, which was delayed in 2021 due to Covid-19.

1.4.1 Maintaining and building on positive results in respect of the following;

- o The local community is consistently satisfied with the service from An Garda Síochána
- o The right level of Garda presence is established in local areas
- o Victims are satisfied with the service provided by An Garda Síochána
- o An Garda Síochána is seen as a friendly and helpful service

This target relates to the Public Attitudes Survey, which was delayed in 2021 due to Covid-19.

YEAR END TARGET	PROGRESS MADE
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1.5.1 Maintaining and building on positive results in respect of the following;

- o The perceptions of crime in local areas as a serious problem is reduced
- o Awareness of Garda patrols in local areas
- o Garda members in the area can be relied upon to be there when you need them
- o Level of Domestic Burglaries
- o Incidents of Assaults in Public

This target relates to the Public Attitudes Survey, which was delayed in 2021 due to Covid-19.

2.5.1 Rolling-out Hate Crime training across the organisation with an initial focus on Garda members, GISC call-handlers, Diversity Officers and Victim Services Officers.

The development of Online Hate Crime Training was completed in 2021. Online training was piloted with relevant areas throughout the organisation, such as Garda Diversity Officers and Garda Information Services Centre staff. Further roll out of training to the organisation will take place in 2022. Hate Crime Policy and Procedures were approved and are due to be disseminated to the organisation in 2022.

TARGET ACHIEVED ✓

2.5.2 Building up baseline data on Hate Crime and non-crime hate incidents in 2021 to facilitate greater monitoring capability and reporting of trend information from 2022 onwards.

An Garda Síochána has designed and developed a non-emergency online Hate Crime reporting mechanism. This reporting mechanism, launch in July 2021, will provide increased accessibility, particularly for victims of Hate Crime who may have previously been reluctant to report incidents to An Garda Síochána.

Hate Crime Incidents recorded on PULSE were monitored on a daily basis to identify trends, patterns and data quality issues.

TARGET ACHIEVED ✓

2.6.1 Maintaining and building on positive results in respect of the following;

- o Fear of crime has no impact on quality of life
- o People do not worry about becoming a victim of crime
- o People have no fear of crime in general
- o Proportion of people who said they were victims of crime
- o Awareness of Garda patrols in local areas

This target relates to the Public Attitudes Survey, which was delayed in 2021 due to Covid-19.

YEAR END TARGET	PROGRESS MADE
<p>2.7.1 Continuing to carry out operations and other necessary activities to respond to COVID-19. (Operations Fanacht, Treoraim and such other operations as may be required).</p>	<p>Throughout 2021, An Garda Síochána, in its graduated policing response, encouraged compliance with public health measures and highlighted Government advice to the public to reduce the spread of Covid-19.</p> <p>A number of Operations, such as Operation Faoiseamh, Operation Fanacht and Operation Treoraím were ongoing throughout the year. Garda Trainees and Reserve Gardaí were attested early and sworn personnel were redeployed to frontline operational duties to ensure the maximum number of resources were available to support the frontline. The organisation engaged with the continuously growing 1.5m social media followers, whilst retaining our close connection with the community.</p>
<p>TARGET ACHIEVED ✓</p>	
<p>2.9.1 Continuing to implement Crowe Horwath recommendations including;</p> <ul style="list-style-type: none"> o Recommendation 2.4.5 Training o Recommendation 3.4.9 Lack of supervision o Recommendation 3.5 Good Practice (MITs) 	<p>Actions to address Crowe Horwath recommendations continued throughout 2021. This included addressing recommendations relating to training, supervision and good practice.</p> <p>With regard to enhancing mobility access for Roads Policing personnel, Mobile Data Stations were issued to all Roads Policing, all Garda National Immigration Bureau personnel and all Community Policing members as well as Garda members in regular units that were creating paper Fixed Charge Notices (FCN). Since the beginning of 2021, there was a substantial rise in Mobile FCN vs Paper FCN. Based on figures at year end 2021, the number of Mobile FCNs was at 87%.</p>
<p>Enhancing mobility access for Roads Policing by providing devices to all Roads Policing members.</p>	
<p>Increasing the proportion of FCNs issued through the use of mobility devices by deploying the FCN app to all frontline members issued with a Mobile Data Station. Target - to issue 80% of FCN's using the FCN app by December 2021.</p>	
<p>TARGET ACHIEVED ✓</p>	
<p>2.9.2 Developing and implementing a Road Safety Campaign in partnership with the Road Safety Authority.</p>	<p>Liaison with the Road Safety Authority was ongoing throughout 2021 with regard to joint operations and events. Weekly discussions were held between the Garda National Roads Policing Bureau, the Garda Press Office and the Road Safety Authority in respect of ongoing campaigns and media strategies. A number of joint appeals and events took place each month throughout the year.</p>
<p>TARGET ACHIEVED ✓</p>	
<p>2.9.3 Monitoring road deaths/serious injuries.</p>	<p>Overall, 2021 saw a downward trend in the number of road fatalities and the figure at the end of 2021 was 12 below that of the figure for 2020. There was 134 people killed in 121 fatal road collisions in 2021 compared to 146 deaths in 135 fatal road collisions in 2020, as published by the Road Safety Authority on 1st January 2022. Road deaths and serious injury accidents continued to be monitored by An Garda Síochána.</p>
<p>TARGET ACHIEVED ✓</p>	

YEAR END TARGET	PROGRESS MADE
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2.9.4 Monitoring lifesaver offences.

TARGET ACHIEVED



The detection of lifesaver offences was closely monitored and trends were examined to identify areas for improvement or areas where good practices were to be acknowledged. An Garda Síochána Christmas and New Year Road Safety Campaign for 2021, focused on Mandatory Intoxication Testing (MIT) i.e. detecting those who drive under the influence of alcohol or drugs, speeding, non-wearing of seatbelts, mobile phone use by drivers, in addition to checking on unaccompanied drivers driving on learner permits.

2.9.5 Continuing to liaise with the Department of Transport and other partner agencies to progress data sharing in respect of those driving without a licence.

TARGET ACHIEVED







An Garda Síochána continued to engage with the Department of Transport, Department of Justice, the Court Services and the Road Safety Authority to advance the data sharing issues surrounding driving licences. Internally, liaison continued between the Garda National Roads Policing Bureau and Garda ICT to develop the organisation's capacity to receive data from the Department of Transport in respect of driving licences. The Department of Transport worked on developing a technical solution in respect of data sharing.

CROSS-ORGANISATION SERVICES

Key performance indicators

YEAR END TARGET	PROGRESS MADE
4.1.2 Rolling-out human rights training across the organisation by training 500 personnel of which 20% will be drawn from senior management (AP/Superintendent and above).	<p>An Garda Síochána in conjunction with the University of Limerick developed a Policing and Human Rights Law in Ireland bespoke course in 2020, with training beginning in 2021.</p> <p>Two intakes fully completed training in 2021, there were made up of 1042 participants including 34 external participants from the Defence Forces, PSNI, GSOC, the Garda Inspectorate and the Policing Authority. A third intake is due to commence training in January 2022.</p>
TARGET ACHIEVED ✓	
4.1.3 Implementing a plan to respond to the Garda Inspectorate Report in relation to Custody.	<p>The Garda Inspectorate Report in relation to custody was not published during 2021. Consultation with the Department of Justice in respect of drafting an implementation plan to respond to the forthcoming Inspectorate Report is ongoing. It is expected that the implementation plan will be formulated when the report is published by the Minister.</p>
TARGET NOT ACHIEVED ✗	
4.1.4 Maintaining or increasing, as measured by the Public Attitudes Survey, the degree to which the public believes that An Garda Síochána would treat both themselves and all members of the community fairly.	<p>This target relates to the Public Attitudes Survey, which was delayed in 2021 due to Covid-19.</p>
4.1.5 Maintaining or increasing, as measured by the Public Attitudes Survey, the level of respondents that say that Gardaí treat people with respect if they had contact with them for any reason.	<p>This target relates to the Public Attitudes Survey, which was delayed in 2021 due to Covid-19.</p>
4.1.6 Building up baseline data on all Use of Force options in 2021 to facilitate greater monitoring capability and reporting of trend information from 2022 onwards.	<p>An Garda Síochána built baseline data on all Use of Force options in 2021 to facilitate greater monitoring capability and reporting of trend information from 2022 onwards.</p> <p>The new Use of Force (UOF) Operational Key Performance Indicators Report System was launched in April 2021 and is now available for the entire organisation to use. A new monthly Use of Force Report was also successfully launched in 2021. A process has been developed for the monitoring, reviewing and alerting of any anomalies or trends in UOF incidents in respect of conventional options such as batons, incapacitant spray and handcuffs.</p>
TARGET ACHIEVED ✓	

YEAR END TARGET	PROGRESS MADE
<p>4.1.7 Continuing to review key policies in the identified priority areas through the lens of the Human Rights Screening Tool. (Key Areas: Use of Force (including Firearms), Use of Garda, Vehicles in Pursuit of Other Vehicles, Victims of Crime Policy, Arrest and Detention (Custody Management) and Public Order.</p>	<p>An Garda Síochána continued to review key policies in the identified priority areas through the lens of the Human Rights Screening Tool. Key areas included Use of Force (including Firearms), Use of Garda Vehicles in Pursuit of Other Vehicles, Victims of Crime Policy, Arrest and Detention (Custody Management) and Public Order.</p>
<p>TARGET ACHIEVED ✓</p>	
<p>4.2.1 Developing and implementing further measures to continue to embed the Code of Ethics in the organisation including identifying and communicating the relevance of the Code in the context of the policing of Covid-19.</p>	<p>An Garda Síochána developed and implemented measures to continue to embed the Code of Ethics in the organisation, such as identifying and communicating the relevance of the Code in the context of the policing of Covid-19, re-designing Garda notebooks to include the Garda Decision Making Model and the Code of Ethics, and publishing screensavers throughout the year highlighting the nine ethical standards of the Code. In addition, The Garda Decision-Making Model (with Code of Ethics element) e-learning module on the Learning Management System was launched in April 2021</p>
<p>TARGET ACHIEVED ✓</p>	<p>Sign-up to the Code of Ethics continues to be captured through trigger points in the careers of An Garda Síochána personnel and as of 20th December 2021, 96% of An Garda Síochána personnel have signed the Code of Ethics Declaration.</p>
<p>4.2.2 Commencing Anti-Corruption Unit activities.</p>	<p>In 2021, the Garda Anti-Corruption Unit continued activities under their strategy, including introducing policies to support a safe and ethical workplace. Other activities included an in-career vetting scoping exercise, engaging with the Department of Justice with regard to legislation that will support the business activities of the Garda Anti-Corruption Unit (GACU), and developing a joint implementation plan to respond to the Garda Inspectorate Report on “Countering Corruption”</p>
<p>TARGET ACHIEVED ✓</p>	

YEAR END TARGET	PROGRESS MADE
<p>5.1.1 Implementing key actions from the Equality, Diversity and Inclusion Strategy 2020-2021 to include;</p> <ul style="list-style-type: none"> o The provision of Equality, Diversity and Inclusion training across the organisation with an initial focus on senior and line management o The development of an internship programme focused on school-leavers and graduates from traditionally underrepresented groups within An Garda Síochána o A review of work-life balance arrangements in place <p>TARGET PARTIALLY ACHIEVED </p>	<p>A number of actions under the Equality, Diversity and Inclusion Strategy 2020-2021 were progressed, including an updated Uniform Policy, a review of Work-Life Balance arrangements and progressing the Garda Internship Programme. Initiatives not achieved during the current strategy period will be carried over to the next strategy, as appropriate.</p>
<p>5.1.2 Developing a diversity recruitment roadmap.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>Although not fully achieved, a number of activities did take place in support of this target. These included identifying 'Diversity Recruitment Barriers', and identifying key challenges in the Recruitment and Retention of Individuals from Minority Backgrounds to An Garda Síochána. There was also engagement in relation to utilising the Garda Women's Network to promote a career in policing among female applicants ahead of the 2021 Garda trainee competition.</p>
<p>5.2.1 Establishing a Strategic workforce planning process to be embedded in the organisational planning framework</p> <ul style="list-style-type: none"> o Continued tactical deployment of members to support frontline Covid-19 policing o Recruiting up to 600 Garda members o Recruiting up to 600 Garda staff o Redeploying up to 400 Garda members to frontline duties <p>TARGET NOT ACHIEVED </p>	<p>An Garda Síochána set out to establish a Strategic workforce planning process to be embedded in the organisational planning framework, with the supporting actions outlined above.</p> <p>At year-end 2021, there were 497 Garda staff recruited with an additional 318 in various stages of the recruitment process. 387 Garda Trainees commenced training in 2021. There have been 844 Garda reassignments delivered as at year-end 2021, including 98 this year.</p>
<p>5.2.2 Continuing to roll out the HR Operating Model</p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>The design of the new HR Operating Model will consider every aspect of how HR services are currently delivered including the HR&PD organisational design, governance structure, processes, policies, locations and supporting technologies. Activities progressed throughout the year in support of this target.</p>

YEAR END TARGET	PROGRESS MADE
<p>5.2.3 Maintaining or increasing, as measured by the Public Attitudes Survey, the level of Respondents who feel An Garda Síochána is well managed.</p>	<p>This target relates to the Public Attitudes Survey, which was delayed due to Covid-19.</p>
<p>5.3.1 Commencing implementation of the Health and Wellbeing Strategy.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>The Health and Wellbeing Strategy was launched on 4th May 2021. The strategy sets out the organisation's plan for the next three years to 'support and promote health, wellbeing and work ability' amongst our personnel. A Wellbeing App was launched on 15th November 2021 across An Garda Síochána and was also made available to the public via the Garda Website. The App provides Garda members and staff with access to information on key supports and services on a 24/7 basis. A Steering Group has been established to assist in the production of a Menopause Policy.</p>
<p>5.4.1 Conducting a second Garda Cultural Audit, including interrogation of subsequent findings and the development of an appropriate response</p> <p>TARGET NOT ACHIEVED </p>	<p>An Garda Síochána is set to conduct a second Garda Cultural Audit, including interrogation of subsequent findings and the development of an appropriate response. This audit will commence in Q1 2022.</p>
<p>6.1.1 Continuing the phased roll-out of the Operating Model</p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>The Operating Model is transitioning An Garda Síochána from a geographically-based policing service to a functionally-based service at a Divisional level, with Garda Districts being replaced by four Functional Areas in each Division (Crime, Community Engagement, Performance Assurance, and Business Services). The rollout of the Business Services Functional Area has continued across the organisation. By the end of 2021, 10 Divisions had commenced implementation of the standardised Business Services processes and six have commenced the customised interim approach. Five Divisions had stood up all elements of Business Services.</p>
<p>6.1.2 Implementing a plan to enhance our Finance Function</p> <p>TARGET ACHIEVED </p>	<p>A review of the Finance and Services Directorate was conducted. A detailed implementation plan was developed to address the recommendations in this review. The Finance and Services Directorate continue to progress this implementation plan, with a number of actions advanced.</p> <p>The Spending Review, 'Progressing the Development of the Costed Policing Plan and Multi-Annual Budgeting in An Garda Síochána', was published in November 2021. It is anticipated that the findings and recommendations will be implemented by all of the relevant stakeholders in 2022.</p>

YEAR END TARGET

PROGRESS MADE

6.1.3 Progressing the enhancement of corporate functions (HR, ICT, Finance, Change etc.) to support frontline policing.

TARGET PARTIALLY ACHIEVED 

'A Policing Service for Our Future' (APSFF) includes plans to enhance a number of corporate functions within the organisation, some of which are outlined below;

- **Change Management Function**
An assessment of the change management capacity in An Garda Síochána was undertaken and a plan developed to expand on this capacity. This included the development of a Change Support Network for the organisation and a change management toolkit.
- **Corporate Governance Framework**
An updated corporate governance structure for the organisation and a plan for implementation was developed. This new structure will be stood up in 2022.
- **Risk Management**
The Garda Risk Management Framework was reviewed with recommendations identified and a plan for improvement developed. There was a focus throughout the year on progressing high priority recommendations, and a portion of the sub recommendations are considered to be completed.
- **Communications Function**
The Office of Internal Communications continued to implement actions under the Internal Communications Strategy for 2020 – 2022, including the re-launch of Newsbeat. Daily Covid-19 updates were delivered to the organisation via Newsbeat during the height of the pandemic. Newsbeat continues to now issue twice weekly providing organisational updates.
- **Core Technology Platform**
In April 2021, a review of Core Technology Platform in An Garda Síochána was completed. Projects to deliver the recommendations outlined in the Core Technology Review were identified and incorporated into the ICT Project Management Framework.

6.1.4 Maintaining or increasing, as measured by the Public Attitudes Survey, the level of respondents who feel that An Garda Síochána is modern and progressive



This target relates to the Public Attitudes Survey, which was delayed due to Covid-19.

6.2.1 Continuing the roll-out of the Digital Strategy

- o Deployment of an additional 2,500 frontline Mobile Data Station devices
- o Continued development of prioritised projects from the Digital Strategy: Schengen Information System, Computer Aided Dispatch 2 and ICT Data Centre

The rollout of An Garda Síochána Digital Strategy 2019 - 2023 continued throughout 2021, with a focus on priority projects such as mobility devices for the organisation, the launch of Schengen Information System II in Ireland in March 2021 and the development of the Computer Aided Dispatch 2 (CAD2) system. 2513 frontline Mobile Data Station devices were deployed in 2021.

TARGET ACHIEVED 

YEAR END TARGET	PROGRESS MADE
<p>6.2.2 Continuing the roll-out of the Investigation Management System.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>The Investigation Management System (IMS) is an electronic solution designed to regulate and support the administration and controlling of an investigation and specified operations conducted by An Garda Síochána arising from a PULSE incident.</p> <p>IMS was successfully deployed in the Wicklow and Clare Divisions in November 2021 with post Go-Live support ongoing. The project team are continuing to engage with identified Divisions to plan for deployment activities in 2022. The roll out experienced significant disruption due to the Covid-19 pandemic.</p>
<p>6.2.3 Continuing the roll-out of the Rosters and Duty Management System.</p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>Roll out of Rosters and Duty Management System (RDMS) continued in 2021, with Go-Live taking place in three Divisions throughout the year, Cork City Division, Kerry Division and Limerick Division. The roll out experienced significant disruption due to the Covid-19 pandemic.</p> <p>The Roster Duty Management System (RDMS) is an electronic modernisation of the current roster scheduling system for Garda members.</p>

