



**An Garda Síochána**

**Monthly Report to the Policing Authority**

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

**September 2019**

# An Garda Síochána

Oifig an Choimisinéara  
Gnóthaí Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8  
D08 HN3X



Luaigh an uimhir tharaghta seo a leanas le do thoil:  
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Office of the Commissioner  
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Ms. Helen Hall  
Chief Executive  
Policing Authority

Dear Helen

**Re: Commissioner's Monthly Report to the Policing Authority**

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I am pleased to provide the ninth monthly report for 2019 outlining the key aspects of the administration and operation of An Garda Síochána, in accordance with Section 41A of the Garda Síochána Act 2005, as amended.

This report is provided for review in advance of the Policing Authority meeting with the Commissioner (in public) on 26 September next.

Yours sincerely

**DERMOT MANN  
CHIEF SUPERINTENDENT  
OFFICE OF THE COMMISSIONER**

**September 2019**

## Message from the Commissioner

An Garda Síochána's mission for the next three years, as outlined in our Strategy Statement is Keeping People Safe. This is the guiding principle upon which we now base strategic and operational decisions. As Guardians of the Peace, Keeping People Safe and safeguarding human rights is central to what we do. A key element of our Strategy is a new Operating Model for An Garda Síochána, which was introduced in August 2019. The Operating Model will introduce major changes to our structures, but more importantly for the public, it will provide more front-line Gardaí, increased visibility and a wider range of policing services in their local area.

Ireland is changing and crime is changing, but the reality is, that despite the great efforts of our people, our antiquated structures with their roots in the 1920's are holding them back from providing the best possible police service. The new Operating Model will see larger Divisions with more resources. A key focus of those Divisions will be on community policing, with around 50-60% of all resources in each Division devoted to this area.

As we have already done in the four Divisions where we piloted this model, community policing teams will be introduced who are dedicated to working with communities and other stakeholders to identify and tackle problem crimes in their area. This should result in different agencies and NGOs working with us to break cycles of anti-social behaviour, drug dealing, and violence that can blight communities and the lives of individuals. It will mean a local policing service based on local needs.

The public wants to see more Gardaí on the streets and our new Operating Model will achieve this. The model, along with long-needed investment in ICT and our mobility app, will release 1,000 Gardaí from administrative duties and reduce the amount of time Gardaí have to spend in stations. This is in addition to an increase of 800 Gardaí under our recruitment programme between now and 2021.

Increased visibility in local communities will help provide re-assurance that there is a strong policing presence. Chief Superintendents and Superintendents will be empowered to make decisions on how policing is best delivered within their Divisions. In doing so, they will be subject to oversight at a regional and national level and must operate within a corporate framework. That way we will have consistency of delivery across the country, something which has been lacking up to now.

We will also ensure that while some administrative functions will be centralised in the Divisional Headquarters, Garda members, particularly Superintendents, Sergeants and Inspectors, will be in key locations throughout a Division. In addition, centralising administration will free-up the Superintendents for Community Engagement from paperwork to interact with the communities they serve.

Communities have already seen an increase in Sergeants and Inspectors and this will continue. Not only will these Divisions have more Gardaí to deploy in communities, particularly in community policing, they will be able to provide a wider range of policing services locally. At a time when sexual and domestic violence is increasing, when many crimes have a digital element and when financial fraud is increasingly complex, it is not sustainable to rely solely on our national units to investigate all such crimes. Our new Operating Model will enhance the investigation of crime through the delivery of a greater range of specialised services in local areas such as the investigation of sexual crime, domestic violence, cybercrime, and economic crime.

Each Division will be provided with a Detective Superintendent, who along with trained investigators in specialist areas will be responsible for local crime investigation. Complex or highly technical crimes will generally be dealt with at national level. This widening of specialist services at a local level will be

supported by the introduction of an Investigation Management System, which will make it easier for those supervising investigations to oversee their progress. This will have a number of benefits for victims.

With further investigations conducted locally and the introduction of the Investigation Management System, information about the progress of investigations will be more readily available. Our new Operating Model is in line with best international practice and is based on extensive consultation with our own people. It has been recommended by both the Commission on the Future of Policing in Ireland and the Garda Inspectorate, and is supported by Government. I also note and welcome the Policing Authority's support for the Operating Model. I recognise that change is never easy, but our Operating Model is necessary if An Garda Síochána is to meet the needs of the public for a community-focused police service that keeps people safe.

**J.A. Harris**  
**Commissioner**

## 1 Finance

### Financial Position

The overall, year to date financial position at the end of August shows a total net expenditure of €1,098.5m which is €2.4m more than the profiled spend of €1,096.1m. If the savings in some subheads, due to timing differences are excluded, the gross year to date overspend amounts to €32m. In that regard, it has been necessary to identify a range of capital and current expenditure adjustments to year end.

### PPP – New Garda Stations at Sligo, Macroom and Clonmel

An Garda Síochána awaits the establishment of the Garda PPP Project by the Department of Justice & Equality (DJE) and National Development Finance Agency (NDFA). The next step is that the OPW is to bring forward design proposals and cost estimates for each of the three new Garda Stations to be developed under PPP.

### Development of the new purpose built Garda facility at Military Road

Tender documents for the main contractor have been received by OPW and are being evaluated. Tenders for the reserved specialists (Mechanical, Electrical and Lift) have also been issued.

### Programme for Government commitment to reopen six Garda Stations

- **Bawnboy, Co. Cavan** - Planning is required and works are expected to be completed in mid-2020.
- **Ballinspittle, Co. Cork** - A tender package was issued April 2019. A contractor is due on-site in Q4 2019.
- **Rush, Co. Dublin** - Works are expected to be completed by early Q4 2019.
- **Stepaside, Co. Dublin** - Works are expected to be completed by early Q4 2019.
- **Leighlinbridge, Co. Carlow** - An Garda Síochána has provided a brief of requirements to the OPW and it is currently under review. Works are expected to be completed in mid-2020.

## 2 Human Resources and People Development (HRPD)

- Garda and Garda Staff strengths as at 31 August 2019, including a breakdown by rank, grade and gender, are outlined below. Information is also provided in respect of family friendly arrangements, sick leave and suspensions.
- The Garda Trainee recruitment campaign continues. Four classes entered the Garda College during 2018. The first class of 2019 entered into the College in April, a further intake in August and the final intake will enter the College in December. Work is ongoing on recruitment to Garda Staff posts sanctioned by the Policing Authority.
- The Workforce Plan is continuing to be refined and revised in consultation with the Policing Authority and Departments of Justice & Equality and Public Expenditure & Reform, ensuring continuous focus on the Garda Reassignment Initiative and progress on the workforce modernisation agenda.
- The number of Garda members reassigned to operational duties as at 6 September 2019 is 495. A chart outlining the rank breakdown is provided to follow.
- Details of numbers and vacancies in specified ranks are outlined at Appendices B and C.

## Garda Strengths

Rank	At 31 August 2019	Male	Female	WTE
Commissioner	1	1		1
Deputy Commissioner	1	1		1
Assistant Commissioner	8	6	2	8
Chief Superintendent	47	38	9	47
Superintendent	164	150	14	164
Inspector	379	315	64	379
Sergeant	2,018	1,588	430	2,015.5
Garda	11,616	8,315	3,301	11,561.5
<b>Total</b>	<b>14,234</b>	<b>10,414</b>	<b>3,820</b>	<b>14,177</b>

Of which		Male	Female
Career Breaks (incl. ICB)	75	34	41
Work-sharing	57	2	55
Secondments (Overseas etc.)	14	8	6
Maternity Leave	67	N/A	67
Unpaid Maternity Leave	46	N/A	46
Paternity Leave	27	27	N/A
<b>Available Strength</b>	<b>13,948</b>	<b>10,343</b>	<b>3,605</b>

## Garda Reserves

Garda Reserves Strength as at 31 August 2019	Total	Male	Female
	<b>473</b>	<b>350</b>	<b>123</b>

## Garda Staff Strengths

	Total	WTE*	Male	Female
Professional / Technical	56	55	32	24
Administrative **	2,553	2,449.2	626	1,927
Industrial	413	252.3	126	287
<b>Total</b>	<b>3,022</b>	<b>2,756.5</b>	<b>784</b>	<b>2,238</b>

Of which	Total	Male	Female
Career Breaks	19	4	15
Maternity Leave	27		27
Unpaid Maternity Leave	7		7
Paternity Leave	2	2	
<b>Available Total</b>	<b>2,986</b>	<b>782</b>	<b>2,204</b>

\* Whole time equivalent – Garda staff work on a number of different work-sharing patterns

\*\* Civil service grades and other administrative posts

Work Sharing ***	Total	Male	Female
	344	6	338

\*\*\* Work-sharing figure excludes Industrial/Non-Industrial staff. Many of these posts are part-time.

#### Administrative and Civil Service

Grade	Total	WTE	Male	Female
CAO	1	1	1	
Executive Director	5	5	4	1
Director	1	1	1	
PO	17	17	12	5
AP	42	42	17	25
HEO	147	145.8	66	81
EO	638	627.6	168	470
CO	1,702	1,609.8	357	1,345
<b>Total</b>	<b>2,553</b>	<b>2,449.2</b>	<b>626</b>	<b>1,927</b>

#### Parental Leave

Persons who availed of Parental Leave during 01.08.19 – 31.08.2019	Garda Members	Garda Staff
	225	106

#### Garda members reassigned to operational duties as at 6 September 2019

	Chief Superintendent	Superintendent	Inspector	Sergeant	Garda	Total
<b>2018</b>	0.5	4.5	15	39	199	258
<b>2019</b>	0	3	4	35	195	237
<b>Total</b>	<b>0.5</b>	<b>7.5</b>	<b>19</b>	<b>74</b>	<b>394</b>	<b>495</b>

#### Garda Members - Unavailable for Duty due to Sick Leave

	Garda		Sergeant		Inspector and above		Total	
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
<b>July 2019</b>	<b>1,374</b>	<b>157</b>	<b>96</b>	<b>10</b>	<b>7</b>	<b>0</b>	<b>1,477</b>	<b>167</b>
<b>August 2019</b>	<b>1,515</b>	<b>164</b>	<b>108</b>	<b>9</b>	<b>11</b>	<b>0</b>	<b>1,634</b>	<b>173</b>

#### Garda Members - Instances of Absence

	Garda		Sergeant		Inspector and above		Total	
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
<b>July 2019</b>	<b>1,470</b>	<b>157</b>	<b>103</b>	<b>10</b>	<b>7</b>	<b>0</b>	<b>1,580</b>	<b>167</b>
<b>August 2019</b>	<b>1,636</b>	<b>164</b>	<b>115</b>	<b>9</b>	<b>11</b>	<b>0</b>	<b>1,762</b>	<b>173</b>

\*Ordinary Illness

\*\*Injury on Duty

### Garda Members – Number of days absent

	Garda		Sergeant		Inspector and above		Total	
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
July 2019	11,657.5	4,238.5	1,230	293	119	0	13,006.5	4,531.50
August 2019	12,292	4,493	1,289	279	150	0	13,731	4,772

### Garda Staff - Number who availed of sick leave

	No.
July 2019	308
August 2019	269

### Garda Staff - Instances of Absence

	Administrative Grades	Technical and Professional	Total
July 2019	323	9	332
August 2019	287	3	290

### Garda Staff - Number of days absent

	Administrative Grades	Technical and Professional	Total
July 2019	3,101	91	3,192
August 2019	2,989	62	3,051

- The total number of sick days recorded on SAMS (Sickness Absence Management System) is the number of calendar days that Garda members and Garda Staff are absent. This includes absences due to injury on duty / occupational injury and may also include weekends and rest days.
- Sick leave is recorded and classified as ordinary illness. However, if a member is maliciously injured in the course of duty, without wilful default or negligence on their part and a certificate in accordance with Garda Code 11.37 is issued, the absence may then be reclassified as injury on duty (IOD).
- Where a member is attributing a subsequent absence to a previous injury sustained on duty, the advices of the Chief Medical Officer are sought to confirm the classification of the absence. The absence remains treated as “Ordinary Illness” until the Chief Medical Officer confirms otherwise.
- Statistics provided are by rank/grade only, as SAMS reporting does not breakdown by gender profile.

### Suspensions: Persons suspended from An Garda Síochána as at 2 September 2019

Total	Male	Female
39	34	5



### 3 Information and Communications Technology (ICT)

**Roster and Duty Management System (RDMS):** Preparation is continuing for Q3, 2019 rollout to the Garda College, Garda National Vetting Bureau and Fixed Charge Processing Office.

**PRÜM:** The Netherlands has now been added to the AFIS<sup>1</sup> PRÜM workflow in the pre-live test system and technical testing has begun ahead of implementing changes to the live system.

**Property and Exhibits Management System (PEMS):** As of 25 August 2019, 590,401 Objects have been created in PEMS2. An eLearning package on PEMS2 has been developed by the Garda College and will be rolled out to the Organisation in the near future.

**Investigation Management System (IMS):** As of 25 August 2019, 6,834 Investigations and 62,997 Investigation Jobs have been created in IMS. A number of high priority defect fixes and change requests were deployed into the live environment on 17 September 2019.

**Schengen Information System II (SISII):** Informal integration testing has been conducted with Iceland in advance of the formal test phase with multiple member states in December. The SISII project plan remains on target to achieve technical readiness in December 2019 and integration testing of Garda national systems with the Schengen System is progressing. User acceptance testing (UAT) and performance testing will commence in September 2019.

**Front Line Mobility:** Work is progressing to build the ICT infrastructure required to support the deployment of 2,000 mobile devices to the front-line by the end of the year. The focus in August was to complete the procurement process with the Office of Government Procurement (OGP) and once finalised the tender will be published. The ICT Mobility team is also conducting an in-depth risk assessment with key stakeholders, the output of this assessment will inform the final configuration design of the mobile device.

### 4 Corporate Communications

#### Road Safety Briefings

A number of briefings took place during the month of August to highlight key road safety issues. This included statistical analysis of road deaths during the year, detail of rural roads being found to be more dangerous, the dangers of the use of mobile phones while driving and the level of seizures of vehicles from learner drivers not adhering to road traffic legislation.

#### Launch of the new Garda Operating Model

To provide the public and media with information on the benefits of the new Garda Operating Model, a media briefing was undertaken by the Commissioner, Deputy Commissioner, Chief Administrative Officer and Assistant Commissioner, South East. The briefing outlined the new make-up of regions and divisions, improvements to local services and the additional Gardaí that will be delivered to front-line policing. In tandem with this, Garda social media was used to directly provide the public with key information on the model. There was extensive media coverage of the briefing on the day and following the briefing. Further information regarding the Operating Model is outlined in Section 9.

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<sup>1</sup> Automated Fingerprint Identification System

To ensure Garda personnel were aware of the details of the Operating Model, a message from the Commissioner along with detail on the model was sent via e-mail to all personnel, in advance of the media briefing.



Commissioner Drew Harris said, "These improvements will allow us to increase the number of Gardaí at the front-line and enhance visibility."

Click for more: [garda.ie/!UGZCLQ](http://garda.ie/!UGZCLQ)

**More frontline Gardaí**

- 1,500** More Garda members <sup>1</sup>
- 1,000** More Gardaí reassigned to front lines <sup>1</sup>
- 1,265** More Garda staff <sup>1</sup>

**In larger Divisions**

Larger, more autonomous Divisions, in line with international practice and the Commission on the Future of Policing in Ireland recommendations, keeping policing locally focused.

**Delivering a wider range of services locally**

Adding economic crime and protective services and other victim and crime services and capabilities to Divisions across the country.

**Focused on the community**

Implementing a functional Local Policing Model with four hubs to provide for a greater focus on front line policing:

- Community engagement
- Business support
- Crime
- Performance assurance

**With enhanced National and Regional support**

- New Regional capabilities (e.g. Cyber crime)
- New Investigation Management System
- Leaner, more effective HQ

**And improved performance and accountability**

- 595** Inspectors and Sergeants promoted since October 2018 <sup>2</sup>
- Leadership posts, such as a dedicated Superintendent in each Division for performance

3:43 AM - 22 Aug 2019

17 Retweets 43 Likes



9 replies 17 retweets 43 likes

**Media Interviews/Briefings included:**

- Appeals in relation to murders in Tallaght and Dundalk
- Advice on a text messaging scam involving financial fraud
- A foiled ATM robbery in Cavan

## 5 Progress update on embedding the Code of Ethics

### Garda Decision Making Model (GDMM)

The Garda Ethics and Culture Bureau is continuing to develop a communication plan in relation to embedding the Garda Decision Making Model in the Organisation. The Garda College is in consultation with a third party on the feasibility of developing an online training package for the GDMM.

### Ethics Workshops and Sign-Up to the Code of Ethics in An Garda Síochána

On 6 September 2019, following an extensive validation process, the status of ethics training and associated sign up to the Code of Ethics Declaration is as follows;

	Total Number	Attended Workshops	% Attended Workshops	Numbers Signed	% attended workshops that signed	% of total number that signed
<b>No. of Garda Members</b>	14,234	12,383	87%	11,461	93%	81%
<b>No. of Garda Staff</b>	3,022	1,944	64%	1,859	96%	62%
<b>Reserves</b>	479	152	32%	124	82%	26%
<b>Total including Reserves</b>	<b>17,735</b>	<b>14,479</b>	<b>82%</b>	<b>13,444</b>	<b>93%</b>	<b>76%</b>
<b>Total excluding Reserves</b>	<b>17,256</b>	<b>14,327</b>	<b>83%</b>	<b>13,320</b>	<b>93%</b>	<b>77%</b>

## 6 Implementation of Cultural Change

In accordance with the implementation plan for 'A Policing Service for the Future' (APSFF), the Commissioner has approved 12 initiatives under a Staff Culture Engagement Proposal to be piloted in Q3, 2019. The initiatives successful in pilot phase will roll out nationally in Q4, 2019.

Work has commenced on all twelve of the initiatives. Seven initiatives are focused on the operational environment and are in pilot. Two of the initiatives have been incorporated into current operational practice i.e. PAF briefings and the Policing Plan consultation process. The tenth initiative, a Staff Engagement Charter, is currently being considered by the Garda Executive.

The nature of the remaining two initiatives exclude them from the pilot process i.e. preparation of a draft article for Garda Newsbeat on the Staff Culture Engagement Initiatives and the examination of potential criteria for a future Cultural Audit. In respect of these two initiatives, work is at preparatory stage.

## **7 Risk Management**

There are 17 Corporate Risks on An Garda Síochána's Corporate Risk Register. Corporate Risk Owners have been assigned and each is being actively managed.

The Garda Risk Management Unit (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.

Superintendent GRMU undertakes regular meetings with Divisional and District Risk Managers to review and quality assure their Risk Registers. GRMU also continues to provide Risk Register Development Workshops to stakeholders on an ongoing basis.

- Two support staff briefings were held at offices at Ashtown Gate in August 2019. Another was held at Garda Headquarters on 5 September 2019. A significant number of briefings have been scheduled nationwide throughout September / October to upskill new Risk Management Support Staff.
- The Key Governance Stakeholder Group meeting was held on 19 September 2019.
- A Risk & Policy Governance Board meeting was held on 4 September 2019, with the next meeting scheduled for 17 October 2019.
- The Garda Internal Audit Service recently completed an Audit of the Risk Management Framework for An Garda Síochána. An implementation plan to progress recommendations from that report is currently being developed.
- The Garda Risk Management Unit has provided training, briefing or direct support to more than 2,050 Garda members and Garda Staff of all ranks and grades.

Compliance rates from Divisions and Regions have remained consistently high throughout 2018 and the start of 2019. The compliance rate for Q1 2019 is currently at 93%, with submissions still being received.

## **8 Crime Trends**

### **National Overview**

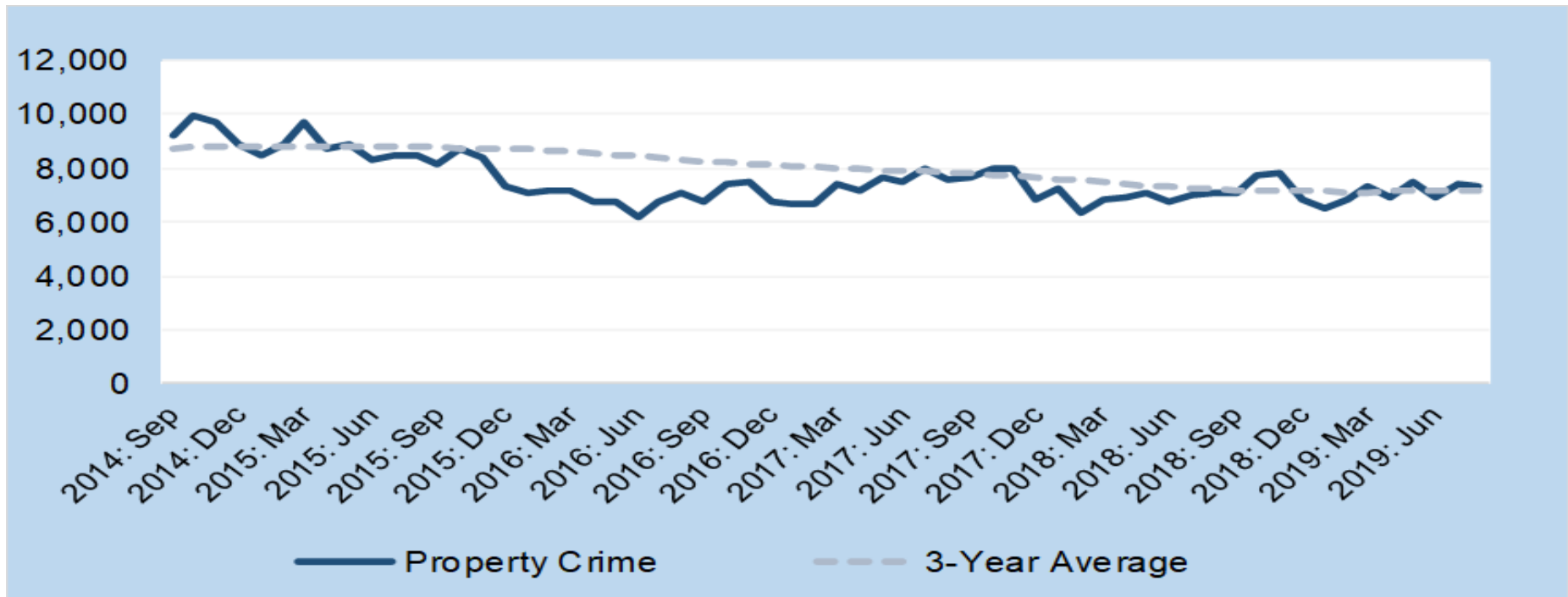
There are currently two distinct trends observable in national crime figures. Crimes affecting property are on a downward trend, whilst crimes against the person, sexual offences and public order offences are showing an upward trend. An Garda Síochána closely monitors crime trends and disseminates analysis on a regional and divisional basis. This feeds directly into planning operational activities aimed at reducing and preventing crime.

### **Organisational Challenges**

Internally, work is ongoing to identify incidents where the crime counting rules have not been applied correctly, for example certain sexual offences, so that issues can be resolved. As outlined in previous reports, 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 address concerns. A data quality improvement plan is being devised in consultation, setting out agreed criteria for lifting the reservation. Initiatives to improve data quality continue to be rolled out across the Organisation.

**Chart 1: Total Property Crime - 5 Year Trend**

Nationally, total **property crime** has been trending downwards since the end of 2015. Levels are 0.5% higher in the past 12 months than in the 12 months prior to this, suggesting that this downward trend is slowing down. Property crime figures for the first 8 months of 2019 were 2% higher than the same period in 2018. The Eastern, Dublin and Northern Regions are showing increases in the year-to-date (YTD) change of +10%, +4% and +5% respectively with other Regions registering a decrease.

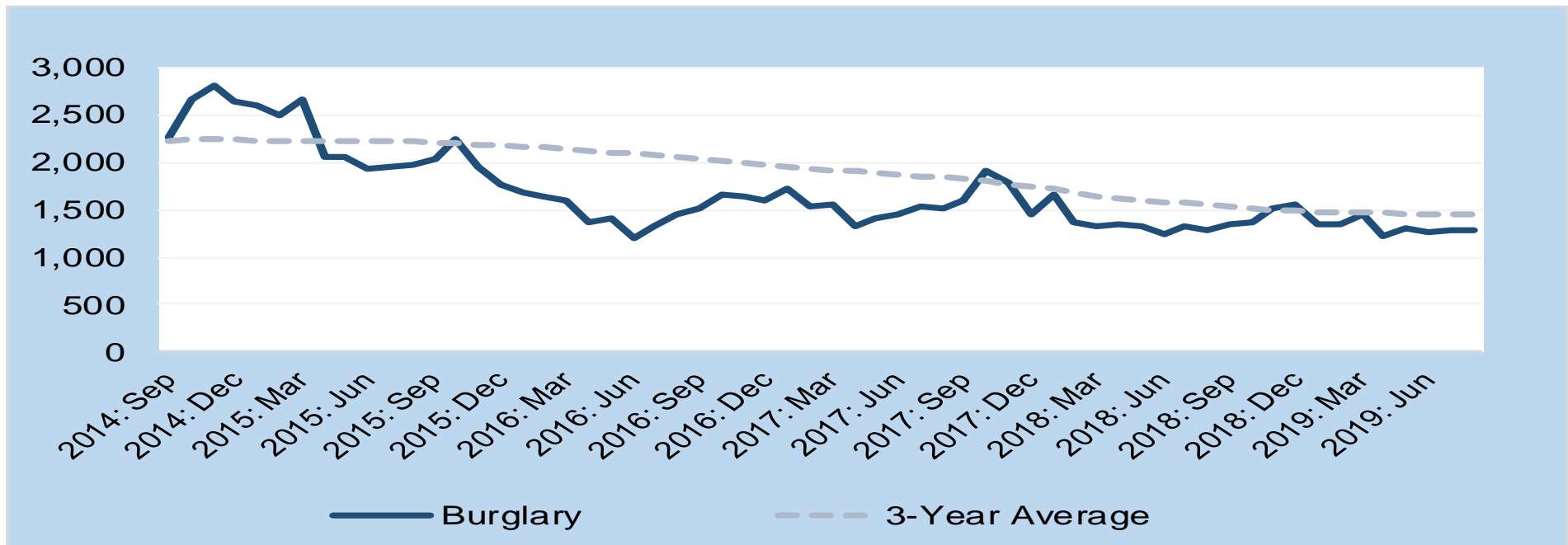


The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

**Note:** Crime incident figures and the associated trends 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.

**Chart 2: Burglary - 5 Year Trend**

**Burglary** has also been trending downwards, particularly since the commencement of Operation Thor on 2 November 2015. Incidents of both residential burglary (-8%) and burglary occurring elsewhere (-8%) are down in the past 12 months, compared with the previous period. Burglary remains susceptible to seasonal variations, with occurrences peaking in the darker winter months. It is anticipated that burglary figures will remain lower than the winter rates until the clocks change at the end of October, in line with previous years.

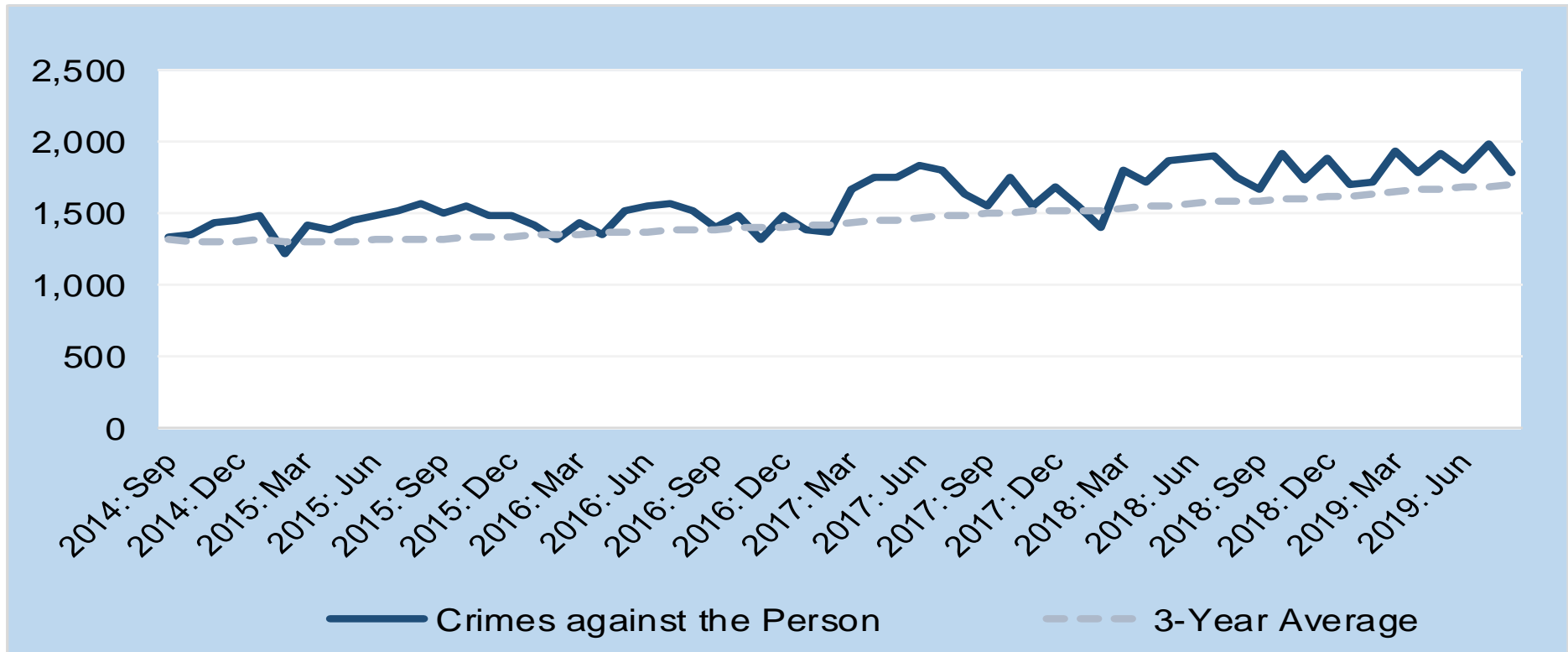


The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

**Note:** Crime incident figures and the associated trends 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.

**Chart 3: Crimes against the Person - 5 Year Trend**

Nationally, **crimes against the person** continue to trend upwards, with an increase of 7% in the 12 month comparison, primarily driven by an increase in assaults. The strongest increases occurred in the Dublin (+16%) and Southern (+7%) Regions. Further analysis is required to understand the drivers of these increases.

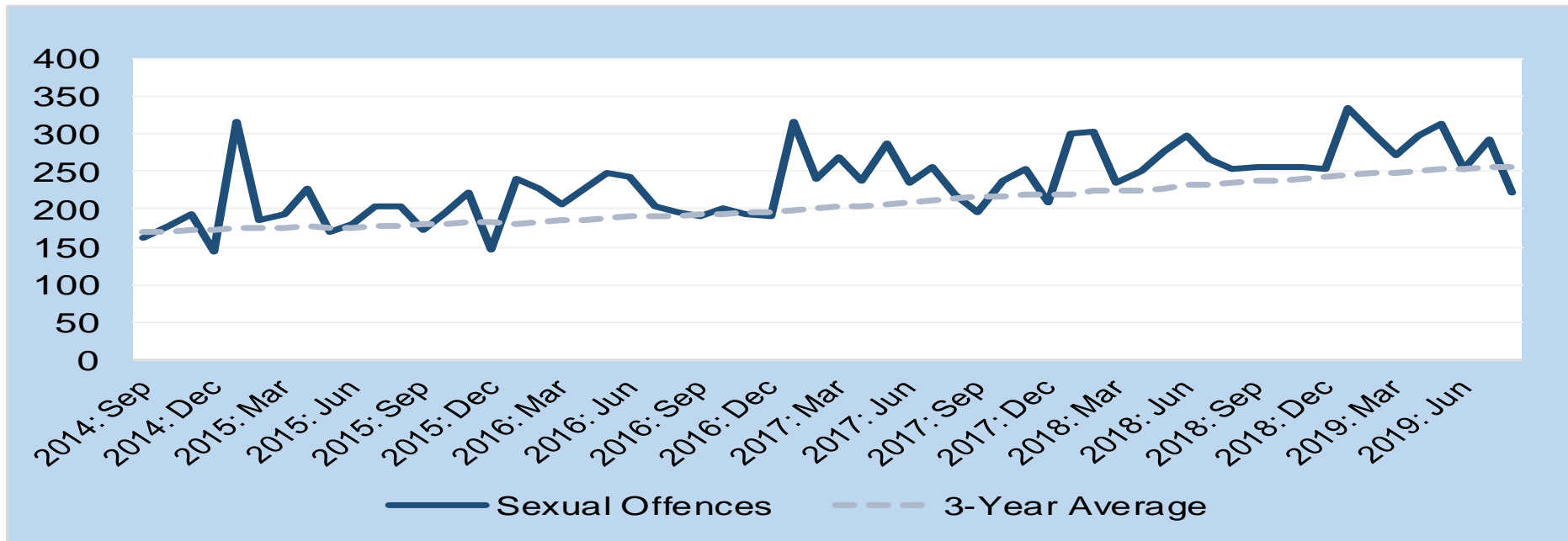


The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

**Note:** Crime incident figures and the associated trends 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.

**Chart 4: Sexual Offences - 5 Year Trend**

The Garda Information Services Centre (GISC) implemented a batch data quality check on Sexual Offences to ensure the correct application of crime counting rules, and, as such, this data can be reported on with a one month time lag. Sexual offences have been increasing since early 2015. This increase is not unique to Ireland<sup>2</sup> and may be partially attributable to a change in reporting behaviour, whereby victims are increasingly likely to report sexual crime. However, given that Crimes against the Person is also on an upward trend, it cannot be precluded that there has been an increase in the number of sexual crimes occurring.



The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

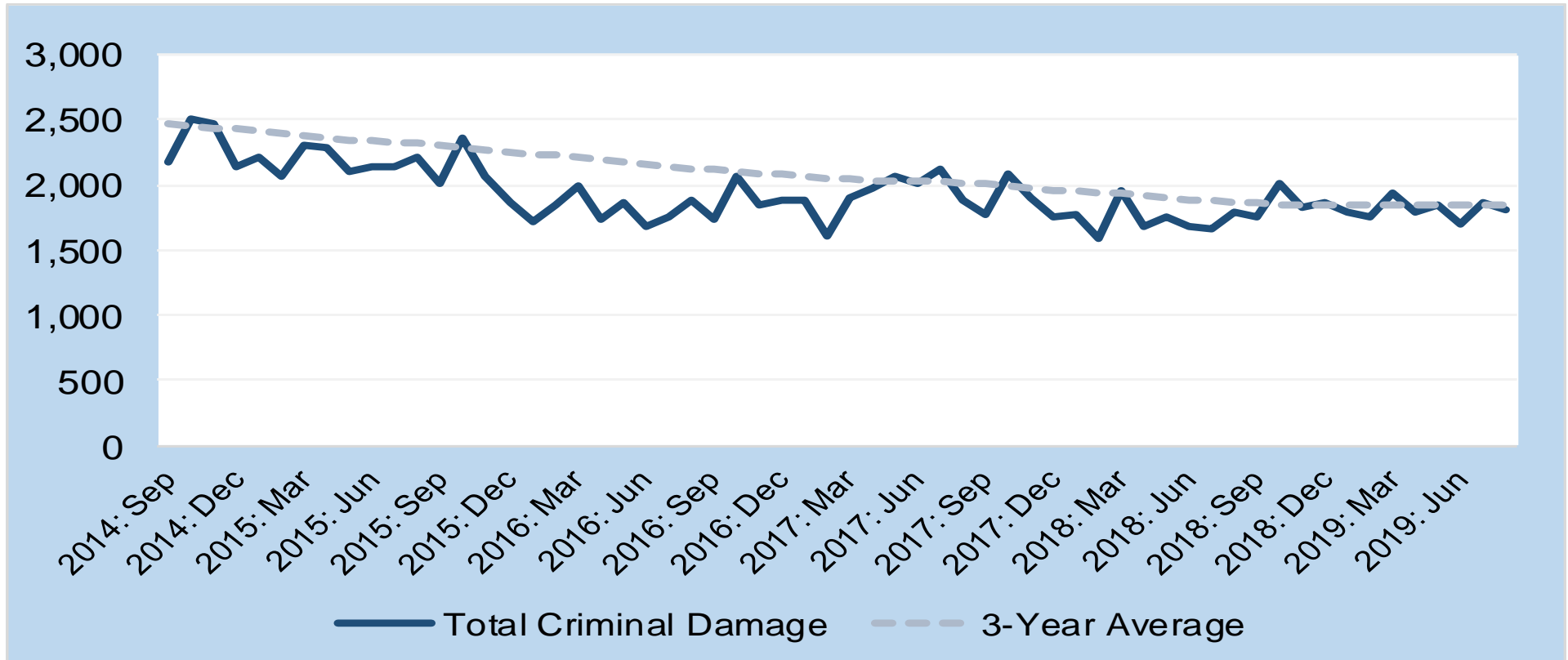
**Note:** Crime incident figures and the associated trends are based on provisional data. The CSO publications represent the official crime statistics. These are carried in the CSO's quarterly publications of crime trends and in their annual reports.

<sup>2</sup> The Eurostat dataset indicates that there is Europe-wide increase in the reporting of sexual crimes. <https://ec.europa.eu/eurostat/web/crime/data/database>



**Chart 5: Total Criminal Damage - 5 Year Trend**

Nationally, total **criminal damage** incidents have trended downwards, but have recorded a 3% increase in the last 12 months compared with the previous period. However, there are regional variations on this figure. While decreases have been recorded in Eastern (-1%), Western (-4%) and South-Eastern (-5%) Regions, there have been increases in the Dublin (+6%), Northern (+4%) and Southern Regions (+5%).

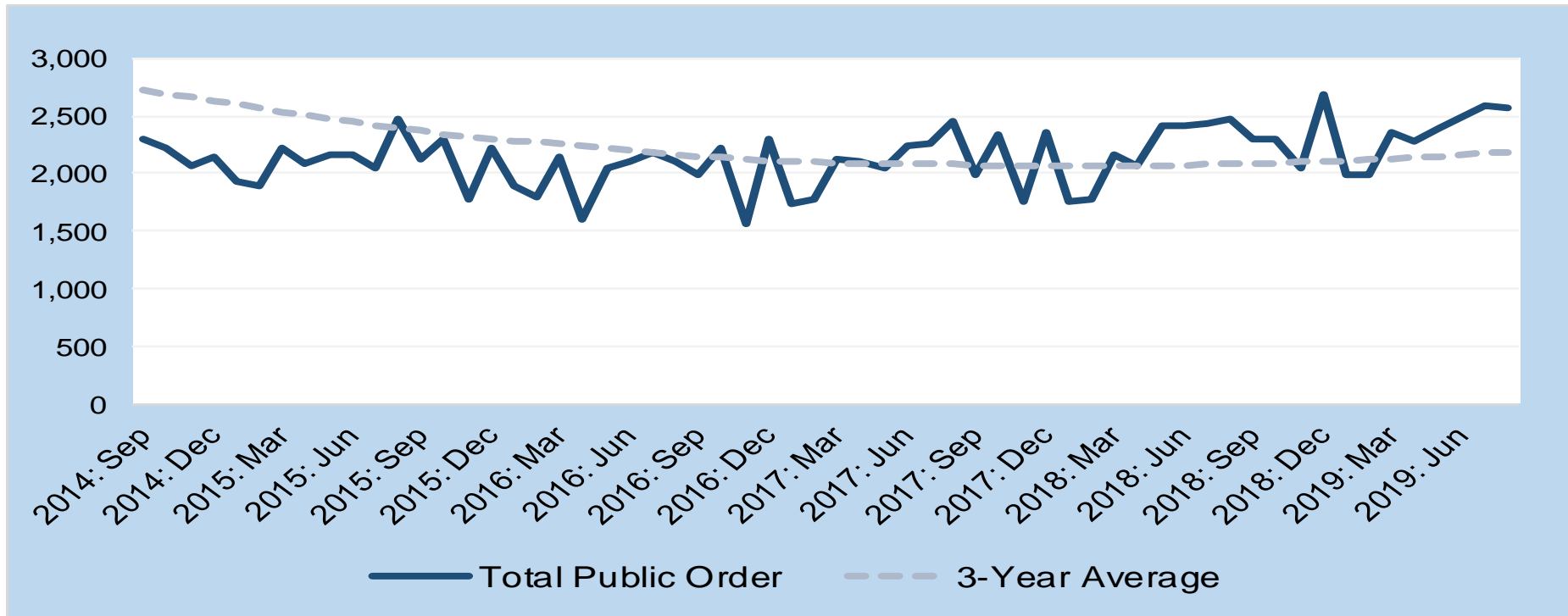


The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

**Note:** Crime incident figures and the associated trends 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.

**Chart 6: Total Public Order - 5 Year Trend**

**Total public order** incidents have been showing an increasing trend since mid-2018. There has been an 8% increase in the number of recorded offences in the last 12 months compared to the previous period. Increases in public order offences have been driven by a 17% increase in drunkenness offences over the same period.



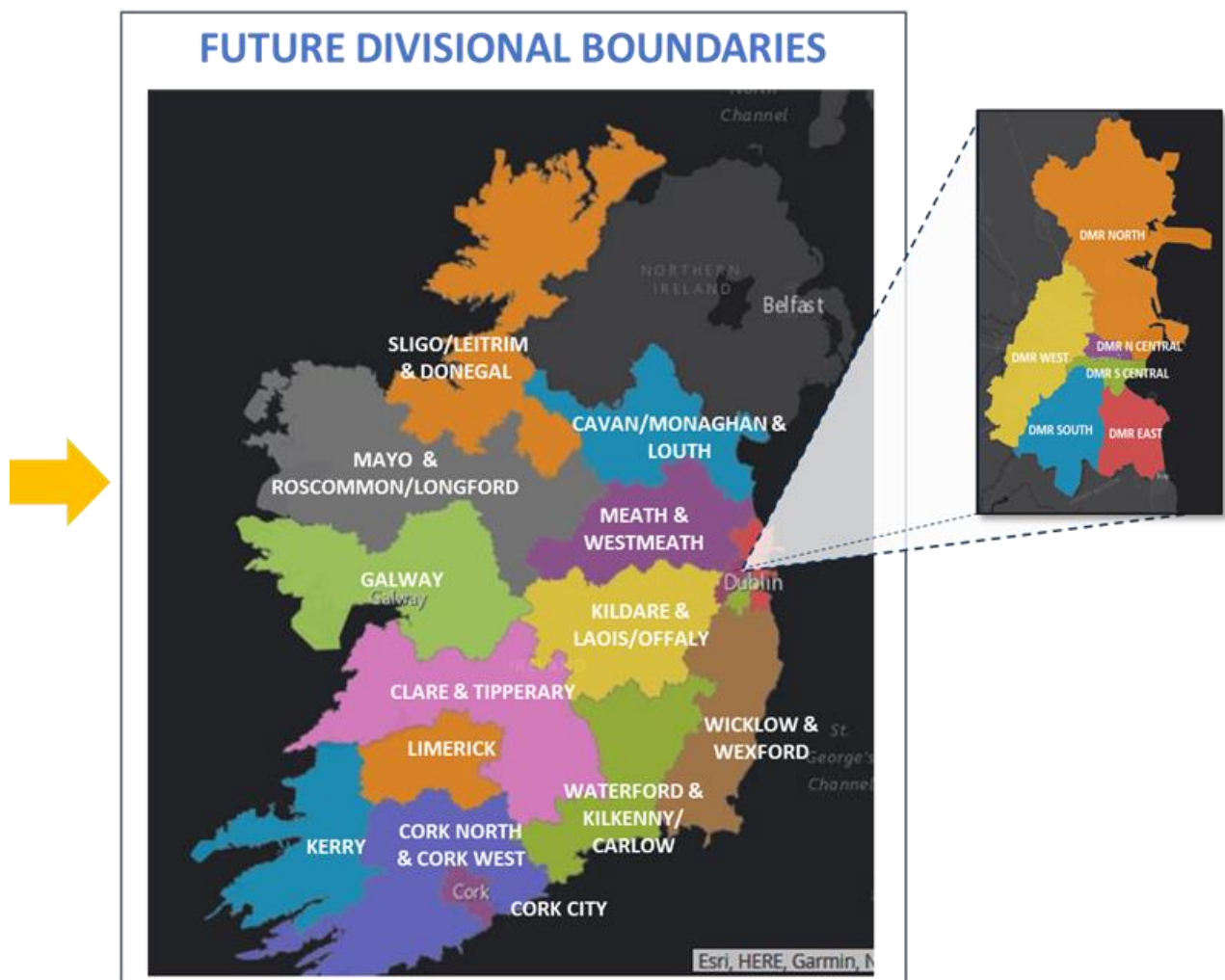
The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

**Note:** Crime incident figures and the associated trends 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.

## 9 Operating Model

On 22 August 2019, a new Operating Model for An Garda Síochána was announced. This Operating Model will provide for significant restructuring of An Garda Síochána at all levels within the organisation, local (divisional), regional and national. This model, recommended by the Garda Inspectorate and the Commission on the Future of Policing in Ireland (CoFPI) seeks to reflect and address the realities of modern day policing and the changing nature of crime. The Policing Authority has also, on a number of occasions, referred to the complex structures of An Garda Síochána as a challenge to decision-making and implementing change.

Under this model, the number of regions will reduce from six to four. The number of divisions will also reduce in number (from 28 to 19) but will increase in size. The new divisional map is illustrated below.



It is envisaged that each division will be made up of between 600 to 800 personnel, with each division having the appropriate level of resources and skills to deliver a wider range of community policing and specialist services, based on demand in their area. As a result, this new model will give divisions greater control over how policing is delivered to their communities and will, in effect, allow them to become operationally autonomous. The focus at a national level will be on supporting the regions and divisions in delivering this more localised policing service.

A dedicated governance structure is being established to oversee the sequencing and implementation of the Operating Model. Implementation of this new model began at the end of August with the reduction in regions from six to four. These four regions are Dublin, East, South/West and North/West. Work is progressing on the identification and location of Regional and Divisional Headquarters.

Implementation of the model will also benefit from and build on the introduction earlier this year of a local policing model (on a pilot basis) in four divisions – Dublin South Central, Cork City, Galway and Mayo. The local policing model provides for assignment of responsibilities (at Superintendent level) on a functional rather than geographical basis. Administrative and business supports will be provided by Garda staff with appropriate expertise, thereby allowing for the redeployment of Garda members to frontline duties.

## **10 Policing Successes and Community Engagement**

Throughout August 2019, there were numerous incidents of noteworthy police work performed by members of An Garda Síochána in the course of their routine operational policing duties. They were supported by specialist personnel from units under the remit of Assistant Commissioners Special Crime Operations, Security & Intelligence, Roads Policing and Community Relations Bureau.

The Electric Picnic Music festival took place in Stradbally, Co. Laois from 29 August to 2 September 2019, with approximately 60,000 concert-goers plus a large number of staff taking up residence on site. A Policing Plan, which included a significant Traffic Plan for the event was put in place by local Garda management. This involved personnel from Roads Policing Units, the Garda Mounted Unit and Garda Dog Unit, who were supported, where required, by the Regional Support Unit and Special Detective Unit. During the event there were 484 drug detections, the majority of which were contrary to Section 3 of the Misuse of Drugs Act 1977/84 [for personal use], while 27 of those offences were contrary to Section 15 of the Misuse of Drugs Act 1977/84, [for the purpose of sale or supply]. Additionally, six incidents relating to anti-social / public disorder were reported. Twelve inspections under Liquor Licensing legislation were conducted on licensed premises in the locality, with inspections also undertaken by the Private Security Authority during the event.

In the early hours of 31 July 2019, members of the Special Crime Task Force, Garda National Drugs and Organised Crime Bureau observed a vehicle acting suspiciously in the Lucan area. On being observed, the vehicle took off at speed and a short pursuit ensued. The vehicle travelled onto the M4 and was eventually abandoned nearby at Ballyowen Lane, where the driver was located by GNDOCB members. Three others were intercepted a short time later by members from Ronanstown. It was established that the vehicle and occupants were suspected of being involved in a series of burglaries in the Weston Estate area of Lucan and were arrested and detained under the provisions of Section 4 of the Criminal Justice Act, 1984, as amended, at Ronanstown Garda Station. Three of the four arrested persons were brought before the District Court where two of the three had previous bail conditions imposed, revoked. The third person was remanded on bail and the fourth released without charge, pending an Investigation File being prepared for the Law Officers.

In the early morning of 14 August 2019, a 14 tonne excavator, which had been stolen earlier from a building site was used to attempt to remove the ATM from a bank in Virginia, Co. Cavan. Three males were intercepted by the Emergency Response Unit following searches involving the Garda Dog Unit. This resulted in the arrest of two males, who were detained pursuant to Section 50 of the Criminal Justice Act, 2007. Following consultation with the Office of the DPP, both males were released without

charge, pending the submission of an Investigation File to the Law Officers. As a result of follow-up searches, a substantial quantity of cash was recovered and a number of vehicles seized. On 20 August 2019, as part of an intelligence-led operation, three males were arrested in Co. Meath as they attempted to retrieve another significant quantity of cash which had been buried. A composite Investigation File is being prepared for the Director of Public Prosecutions.

On 19 August 2019, Garda members from the DMR North Division observed a male, carrying a large bag, acting suspiciously in the Coolock area. Gardaí approached the male, who immediately fled on foot. Following a foot pursuit, he was apprehended a short time later in possession of Heroin, with an estimated street value of approximately €250,000. He was arrested for an offence contrary to Section 15 of the Misuse of Drugs Act, 1977/84 [possession for the purpose of sale / supply] and was detained at Coolock Garda Station pursuant to Section 2 of the Criminal Justice (Drug Trafficking) Act, 1996. Follow-up searches were conducted at a number of other addresses in Santry and Coolock, where Cannabis worth approximately €7,000 and almost €3000 in cash were seized. The arrested person was charged with offences contrary to the Misuse of Drugs Act, 1977/84 and remanded in custody.

On 21 August 2019, a male, armed with an imitation firearm, entered AIB Bank on Douglas Road, Cork and demanded cash. The member of staff refused to hand over any money and the suspect left the premises. A short while later, while the Divisional Scenes of Crime team were at the premises, the male returned, in possession of a petrol can and canister of butane gas. He was immediately identified as the suspect and was arrested under Section 30 of the Offences Against the State Act, 1939/98, as amended. He was found to be in possession of a lighter, a cleaver knife in his clothing and he was brought to Togher Garda Station. Follow-up searches resulted in a number of Cannabis plants being located. A cross bow and a machete were also seized. The prisoner was subsequently charged with Attempted Robbery, contrary to the Criminal Justice (Theft and Fraud Offences) Act 2001 and was remanded in custody.

On 26 August 2019, DMR Armed Support Unit personnel attended a robbery incident at a convenience store in Swords, during which the suspect brandished a knife. On arrival, the suspect had fled the scene and was located hiding in undergrowth. He was arrested and the knife was recovered. He was conveyed to Coolock Garda Station, where he was subsequently charged with Attempted Robbery and remanded in custody by the Court.

On 27 August 2019, a white van was observed attempting to evade a THOR checkpoint at Leixlip, Co. Kildare. The vehicle was intercepted and stopped and when searched was found to contain bolt cutters, gloves and latex gloves. The five male occupants were arrested and conveyed to Leixlip Garda Station, where four of them were charged with Possession of Articles, contrary to Section 15 of the Criminal Justice (Theft & Fraud Offences) Act, 2001. When released, one of the four was re-arrested and charged with an unrelated burglary incident. The fifth prisoner was released pending an Investigation File being prepared for the Juvenile Diversion Officer.

On 28 August 2019, personnel from Monaghan Roads Policing Unit detected a vehicle travelling at 145km/h in a 100km/h zone and stopped the vehicle. Following a roadside drug impairment test conducted, which proved positive for Cocaine and opiates, the vehicle was searched. Four loaded handguns and a quantity of ammunition were found under the driver's seat. The driver was arrested under Section 30 of the Offences Against the State Act, 1939/98, as amended, and was detained at Monaghan Garda Station. He was subsequently charged with Possession of Firearms/Ammunition in Suspicious Circumstances Contrary to Section 27A(1) of the Firearms Act, 1964 as substituted by Section 59 of the Criminal Justice Act, 2006, as amended by Section 38 of the Criminal Justice Act, 2007. The prisoner was brought before a Special Sitting of Carrickmacross District Court where he was remanded in custody.

On 31 August 2019, as part of an ongoing investigation by the Garda National Drugs & Organised Crime Bureau (GNDOCB), searches were conducted in Saggart, Co. Dublin. The searches resulted in the seizure of Heroin, worth an estimated €980,000 and approximately €9,000 in cash. Two males were arrested, one of whom was charged with drug-trafficking offences. This investigation remains ongoing with other international Law Enforcement Agencies.

Following a report of recovered property (a two-person kayak) on Achill Island earlier in the year, the Divisional Criminal Intelligence Officer created and circulated an Intelligence Bulletin, outlining the details of the kayak. This was posted on the Western Regional Facebook page. The post quickly gathered momentum and in August 2019, the owner of the property was identified. They attended at Achill Garda Station where the property was restored to its owner.

### **Criminal Assets Bureau**

On 1 August 2019, the Criminal Assets Bureau conducted a Compliance Visit to a second-hand car dealership in the Dublin 10 area. During the visit, 10 UK-registered vehicles were seized, as a result of breaches of VRT Regulations.

On 2 August 2019, the Criminal Assets Bureau assisted in a search operation in Co. Kildare, which was conducted by personnel from the DMR West Garda Division. The search resulted in €53,000 in cash and the seizure of a luxury vehicle by CAB Officers. One person was arrested on suspicion of Money-Laundering offences.

Also on 2 August 2019, the Criminal Assets Bureau, assisted by Divisional personnel in Limerick, conducted searches targeting members of an Organised Crime Gang involved in the sale and supply of controlled drugs in Limerick City. During the search, €17,000 in cash, quantities of Cannabis, Cocaine and Heroin and high-end jewellery were seized. Three persons were arrested by local Gardaí.

## **11 Organisational Initiatives**

### **Assaults in Public Reduction Strategy 2019-2021**

In August 2019, the Assaults in Public Reduction Strategy 2019-2021, prepared by the Garda Community Relations Bureau, was approved by the Commissioner. The Strategy provides a roadmap and organisational framework to concentrate operational capabilities in order to reduce the incidence of assaults in public, and reduce the fear of assaults in public and / or public disorder emanating from such incidents.

The Strategy is based on five strategic principles:

1. Protecting People and Communities
2. Increasing Awareness and Education as a Crime Prevention Technique
3. Policing Operational Efficiency
4. Location Management by Working in Partnership
5. Effective Offender Management

The Strategy is a pro-arrest, early investigation, proactive high-visibility approach to assault reduction in each Garda Division and places particular emphasis on prevention, education and awareness. The Strategy builds on on-going crime prevention initiatives, for example the Summertime Safety Campaign and the 'Use your Brain, Not Your Fists' information campaign and is being launched in September, 2019.

## Belfast Pride Parade

Members of An Garda Síochána were invited by the Police Service of Northern Ireland (PSNI) and its LGBT Network to participate in this year's Pride Parade in Belfast on 3 August 2019.



## The Dublin Horse Show

As in previous years, the Garda Community Relations Bureau attended the Dublin Horse Show in the RDS, Ballsbridge from 7 - 11 August, 2019. They gave crime prevention and personal security advice on a range of matters, including farm security, summer holiday crime prevention, rural crime reduction strategies, cybercrime and economic crime prevention to members of the public attending the event.



## Operation Silver Fin

An Garda Síochána has teamed up with the Loughs Agency, the Police Service Northern Ireland (PSNI) and partners from the Partnership for Action Against Wildlife Crime Fin group to commence an operation targeting fish poachers.

Operation Fin, a new initiative originally launched in Toome, focuses on encouraging the public to report suspected fish poaching to the appropriate agency. It enforces fishing regulations and increases awareness of the legislation surrounding fishing and the importance of protecting fish stocks. As a result of concerns noted in the Strabane area, Operation Fin was also launched in Strabane, Co. Tyrone on 6 August 2019.

An Garda Síochána is committed to tackling wildlife crime, including fish poaching in conjunction with our partners. The significance of this type of crime cannot be over stated. At the most serious level it can have a direct impact on the economic, environmental and cultural lives of communities and can also negatively affect the conservation status of some native species.





## Appendix A - Policing Plan 2019 - Performance at a glance, August 2019

### Priority 1. Community Policing

1	Community Policing Framework	Yellow
2	Diversity & Integration Strategy	Red
3	National Drug Strategy	Green

### Priority 2. Protecting People

4	National Tasking Co-ordination Unit	Green	23	Detections Improvements Plan	Green
5	Recruiting Analysts	Green	24	Homicide Review Plan Implementation	Green
6	Regional Cyber Crime Units	Yellow	25	Divisional Protective Services Units	Green
7	GCCB Criminal Intelligence Function	Yellow	26	Sexual Assault Detections	Green
8	Crime Prevention & Reduction Strategy	Green	27	TUSLA Information Sharing	Red
9	Assault Reduction Strategy	Green	28	AGS/TUSLA Working Protocol	Green
10	Disaggregate Domestic Assaults	Green	29	Domestic Abuse Risk Tool	Yellow
11	Bureau of Child Diversion	Green	30	Victim KPIs	Red
12	Online Youth Diversion Course	Green	31	Investigation Conclusion Call Backs	Red
13	National Recidivism Unit	Green	32	Incidents Of Coercive Control	Green
14	OCG Threat Matrix	Green	33	Hate Crime Policy	Red
15	Reporting OCG Targeting	Green	34	In-Person Contact Victim Domestic	Yellow
16	CAB Awareness Campaign	Green	35	Victim Assessments	Red
17	Expanding GoAML	Green	36	Missing Person Status	Red
18	Armed Response 24/7	Green	37	LifeSaver Detections	Green
19	GNECB Liaison Units	Yellow	38	Roads Policing Operations Plan	Green
20	IMS Deployment	Red	39	Crowe Horwath Recommendations	Green
21	Prüm Biometric Data Exchange	Green	40	Roads Policing Members	Red
22	Schengen IT System	Green	41	FCN Recording Delay	Red

### Priority 3. Our People – Our Greatest Resource

42			47	CHIS Code of Practice	Green
43			48		
44			49		
45	6 Cs Stay Safe Campaign	Green	50	Major Emergency Management	Green
46	Identify Security Requirements				

#### Priority 4. A Human Rights Foundation

51	Human Rights Unit	Green
52	Human Rights Strategy	Green
53	Identify Human Rights Issues	Green
54	SHRAC	Green
55	Code of Ethics Training/Signing	Yellow
56	Human Rights of the Vulnerable	Green

#### Priority 5. Our People – Our Greatest Resource

57	Learning & Development Strategy	Green	69	Garda Reserve Strategy	Red
58	Learning & Development Exec. Director	Red	70	Leadership Training Programme	Green
59	Learning & Development Review Group	Yellow	71	Governance Training	Green
60	New Uniform Procurement	Green	72	Staff Culture Engagement	Green
61	People Strategy	Green	73	Local Intervention Initiative	Green
62.1	Recruitment – Gardaí	Green	74	Performance Management	Red
62.2	Recruitment – Garda Staff	Green	75	PALF Engagement	Green
63	Recruitment – Garda Reserves	Green	76	Garda Probation Monitoring Policy	Red
64	Census & Workforce plan	Green	77	Discipline Processes Review	Red
65	Job Specifications	Green	78	Anti-Corruption Unit	Green
66	Garda Redeployment	Yellow	79	Anti-Corruption Policy	Green
67	Promotion Selection Method	Green	80	Health, Welfare and Wellness Strategy	Green
68	Identifying Non-Core Duties	Green	81	Post-Incident Support	Green

#### Priority 6. Transforming our Service

82	Management of New Rostering	Yellow	93	Internal Communications Strategy	Green
83	Estate Management	Green	94	Social Media Engagement	Green
84	Procurement Process	Green	95	Chief Data Officer	Green
85	Operating Model	Green	96	Data Collection and Management	Green
86	Divisional Policing Model	Red	97	GISC Service Level Targets	Red
87	Costed Policing Plan	Grey	98	Data Quality Assurance Plan	Green
88	Budget & Sanctions Framework	Grey	99	Digital Strategy	Green
89	Corporate Governance Framework	Green	100	Mobile Devices Procurement	Green
90	PAF Phase 2	Green	101	ECM Deployment	Green
91	Risk Management Framework	Green	102	CAD Deployment	Green
92	Head of Internal Communications	Green	103	RDMS Deployment	Green

**Additional Information. Non-Policing Plan APSFF Projects**

<b>104</b>	Streamlining Allowances	■	<b>107</b>	Reporting Structures	■
<b>105</b>	Severance Package	*	<b>108</b>	Industrial Relations Structures	■
<b>106</b>	Tenure Policy for SLT	■	<b>109</b>	ICT Technology Report	■

## Appendix B

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.												
	2019												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2019
Assistant Commissioner								1					1
Chief Superintendent	1				1	1	2			1			6
Superintendent	4	3		3		1			3		1		15
<b>Total</b>	5	3	0	3	1	2	2	1	3	1	1	0	22

## Appendix C

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks  
Data as at the end of August 2019

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					1				-1	8	1
Chief Superintendent	47	47									0	47	0
Superintendent	168	164									0	164	4
<b>Total</b>	<b>224</b>	220	0	0	0	0	1	0	0	0	-1	219	5