



ANNUAL REPORT  
Policing Plan  
AN GARDA SÍOCHÁNA  
2023

## NATIONAL POLICING

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Tackling Crime and Preventative Policing</b></p> <p><b>2.1 Deliver proactive, intelligence-led responses to volume crime to address current and emerging trends</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>The National Detection Improvement Plan (NDIP), launched in Q4 2023, was developed to ensure a cohesive and robust response to crime management; detection; prevention; and reduction. The NDIP aims to improve the standardised crime management framework, supported by fundamental actions for enhanced crime detection, including prevention and reduction, investigations, collaboration, technology, and governance. The NDIP was developed with the objectives of the Crime Prevention and Reduction Strategy 2021-2024 in mind.</p> <p>Large scale operations such as Thor and Tara successfully continued in 2023 with the support of the Garda Síochána Analysis Service (GSAS).</p> <p>Significant work was completed to support the development of a new operation targeting organised retail crime, Operation Táirge. An Garda Síochána will provide a reliable, effective, and consistent response to retail related incidents with this new programme, ensuring that high visibility and targeted patrols are effectively implemented.</p> <p>Monthly Tactical Assessment and Performance Based Analysis were prepared throughout 2023 by GSAS to report on crime trends and policing performance. Graphical management information on performance and emerging crime trends are considered at the monthly Policing and Security PAF meetings, which facilitates discussions and actions on key policing initiatives. Recent examples include economic crime/fraud, accommodation fraud, drive off thefts from petrol stations. All of these have directly led to changes in policing emphasis or early interventions.</p> <p>Resource pressures across Divisional, National specialist, and support functions remains a factor when planning and conducting enforcement operations. Utilisation of evidence-based intelligence-led approaches ensures the most effective use of limited operational resources.</p>

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Tackling Crime and Preventative Policing</b></p> <p><b>2.2 Continue to enhance our capacity to address fraud and cyber-enabled crimes</b></p> <p><b>TARGET PARTIALLY ACHIEVED</b></p>	<p>Targeted crime prevention advice in relation to fraud and cyber-enabled crime was delivered throughout 2023, this included Fraud awareness week, Accommodation Fraud awareness campaign, warning third level students against becoming a ‘Money Mule’.</p> <p>Engagement with relevant stakeholders, both public and private sector, also took place throughout 2023. This included various engagements with financial institutions and government departments with regard to crime prevention advice, information sharing and progressing operations.</p> <p>Engagement with other International Law Enforcement Agencies, academia and industry partners regarding trends, patterns and best practice continued throughout 2023.</p> <p>The Garda National Cyber Crime Bureau (GNCCB) continued engagement with international partners to further the investigation of the ransomware attack on the HSE ICT infrastructure.</p> <p>Relationships were enhanced with pertinent partner agencies such as The National Cyber Security Centre (NCSC) under the Department of Communications, Climate Action and Environment.</p> <p>Investigative capability throughout the organisation was enhanced through various training courses.</p> <p>Various operations to target fraud and cyber-enable crime were progressed throughout 2023, with notable successes reported on throughout the year.</p> <p>Case Management continues to be a priority at GNCCB. It is one of the top agenda items at GNCCB Management Meetings.</p> <p>Resource constraints and IT dependencies were flagged throughout the year as having an impact on this target. GNCCB liaised with Human Resources and the Public Appointments Service in relation to the allocation of civilian forensic examiners at Engineering Grade III to the Bureau. One civilian forensic examiner commenced employment in 2023.</p> <p>The challenges in attaining Policing Plan targets in 2023 included: encryption issues with seized computer media; loss of experienced staff and delays in allocations of new staff.</p>

YEAR END TARGET	PROGRESS MADE
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**Pillar: Tackling Crime and Preventative Policing**

**2.3 Proactively disrupt Organised & Serious Crime in collaboration with national and international partners**

TARGET PARTIALLY ACHIEVED 

The scope of criminality that Organised Crime Gangs and Transnational Criminal Organisations can engage in, was impacted through ongoing collaboration with partners, these include collaborative investigations which are planned and executed. During 2023, there were 181 international co-ordination meetings/investigative activities relating to a number of ongoing collaborative investigations, and two Joint Investigation Teams (JITs). The types of successful activities throughout this year included illicit drugs, cash and firearms seizures; arrests for drug trafficking money laundering, possession of firearms and kindred offences.

In 2023, the Garda National Immigration Bureau impacted the scope of transnational crime with ongoing operations. These operations relate to illegal employment of non-Irish nationals in the State, particularly in large industrial plants and illegal entry into the country as stowaways.

During 2023, the Garda Security and Intelligence Unit held weekly meetings to collaborate, co-ordinate and de-conflict activities as a means to enhance capacity and capability. Workshops also took place throughout the year covering all Regions in relation to the organised crime group threat assessment.

**Pillar: Victims and the Vulnerable**

**3.1 Ensure all victims interacting with An Garda Síochána receive the appropriate service and supports with a particular focus on domestic, sexual and gender-based violence**

TARGET PARTIALLY ACHIEVED 

Domestic abuse and sexual offences have been a major focus for An Garda Síochána in recent years. Divisional Protective Services Units have been established across the country and are under review. Training is ongoing with current and upcoming projects and policies. Interviews and initiatives such as ‘Go Purple Day’ and ‘Operation Limelight’ were conducted to offer support victims of domestic abuse and gender based violence. Victims are being supported by maintaining high levels of consistent contact. Awareness campaigns, including 16 Days of Activism against Gender-Based Violence and ‘Safe Pharmacy’ have been run throughout the year to support victims and encourage them to seek help through a range of multidisciplinary reporting options.

**Pillar: Victims and the Vulnerable**

**3.2 Embed a system of outcomes based measurement for all crime types, in addition to standard statistical reporting of crime**

TARGET ACHIEVED 

A new system for measuring all crime types and the training associated with it progressed in 2023. This system will provide a deeper understanding of reasons an incident did not progress to prosecution and will be used to provide victims with more detailed information on an incident, while also helping inform further policy. The Garda College provides the support on training and deployment for this system.

## NATIONAL SECURITY AND INTELLIGENCE

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Protecting the Security of the Irish State</b></p> <p><b>4.2 Ensure preparedness for major emergencies through training, ongoing awareness building in An Garda Síochána and engagement in Major Emergency Management activities</b></p>	<p>The National Major Emergency Management (MEM) unit is responsible for coordinating all activities at a national level connected with planning and preparation for major emergencies. During 2023, the MEM office worked closely with ICT regarding the Casualty Bureau Information System (CBIS), which aids with matching casualties, survivors/evacuees with missing people.</p> <p>Training for MEM and Special Tactic and Operation Command (STOC) personnel continued in 2023. In particular, An Garda Síochána also continued Chemical, Biological, Radiological and Nuclear (CBRN) training to maintain sufficient levels of response for such an event.</p>

TARGET ACHIEVED



## COMMUNITY SAFETY

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
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**Pillar: Community**

**1.1 Work in partnership, through the Community Policing Framework, developing sustainable solutions to community concerns.**

TARGET PARTIALLY ACHIEVED 

Community policing is the provision of a policing service to the whole community both urban and rural through a partnership-based, proactive, problem-solving approach.

Divisions proactively engaged in partnerships to address community concerns through the National Policing Framework throughout the year.

The Older Persons Plan launched in 2023. This plan aims to ensure a peaceful community by working with communities, specifically older persons and those working with and for them. This plan will complement existing support structures and communication methods already in place.

The Garda National Community Engagement Bureau (GNECB) hosted an event with the Police Service of Northern Ireland to build a network of community policing Inspectors in the border region who straddle both operational and strategic work. The event was hosted in order to share good practice on Schools Programmes, Community Safety partnerships, Technology and cross-border sporting initiatives.

Development is underway on an ICT framework to support activities of community policing personnel and assist management.

A review of the Community Policing Framework was initiated by GNCEB with support being provided by the Garda Síochána Analysis Service. In light of issues in 2023 with Garda Rosters, this review was paused and will be undertaken in 2024 once the impact of new rostering arrangements can be considered.

**Pillar: Community**

**1.2 Deliver a policing service that recognises the diversity of the people we serve.**

TARGET ACHIEVED 

A National Action Plan Against Racism was launched by An Taoiseach, An Tánaiste, and the Minister for Department of Children, Equality, Disability, Integration and Youth in Dublin on 21 March 2023. An Garda Síochána have already achieved two of the actions assigned to them under the national action plan, namely: new mechanisms put in place to facilitate third-party and online reporting of racist incidents. This includes the development of a standard civil society national framework to monitor and respond appropriately to racist incidents and hate crimes; the introduction and publicising of safeguards so that victims and witnesses to racist incidents and crimes can feel safe in reporting to An Garda Síochána, irrespective of their immigration status.

The increase in Garda Analyst staff levels in 2023 will provide useful insights and assessments of Hate Crime figures, trends and statistics.

Cultural Awareness training content and modules were finalised this year. The training is due to be released early 2024.

The Garda National Diversity Unit engaged with stakeholders wherever possible throughout 2023, with efforts encouraging and promoting the reporting of hate crime.

**YEAR END TARGET****PROGRESS MADE****Pillar: Community****1.3 Work in partnership with other agencies to combat the harm caused by drug dealing in communities.****TARGET ACHIEVED**

Throughout 2023, the Garda National Drugs and Organised Crime Bureau engaged with a number of international partners in respect of monitoring criminal threats, drug markets and deaths/illnesses by drug-related poisoning.

Direction is currently awaited from the Department of Health as to how to proceed with the recommendations that An Garda Síochána submitted in 2020 on the use of Community Impact Statements within the Criminal Justice System in Ireland.

The Drug Related Intimidation (DRI) Reporting Programme continued to be rolled out during 2023 in every Regional and Local Drug & Alcohol Task Forces (DATF) area countrywide. DRI awareness training for An Garda Síochána went under review for the remainder of the year. To mitigate this risk further, a series of in-person and online information events were held. The DRIVE committee engaged in an educational roll out process nationally so that all the relevant people were aware of the programme.

An Garda Síochána recognised the importance of addressing the issue of drug misuse including drug-related intimidation by working with the Joint Policing Committees (JPCs) and Local Policing Fora (LPF) throughout 2023 with a view to devising an appropriate and sustainable local response to such issues.

**Pillar: Victims and the Vulnerable****3.3 Promote and enforce road safety, in partnership with RSA and other agencies.****TARGET PARTIALLY ACHIEVED**

An Garda Síochána is dedicated to supporting the Government Road Safety Strategy 2021- 2030 “Our Journey Towards Vision Zero”. As part of the efforts to promote and enforce responsible behaviour on our roads, An Garda Síochána launched ‘Bikesafe’, an initiative aimed at reducing the number of motorcycle casualties on our road. A road safety education programme, ‘Operation Lifesaver’ was also launched

An Garda Síochána progressed an approach to the implementation of the National Roads Policing Operations Plan (RPOP) in 2024. The plan reflects trends in serious injury and fatal road traffic collisions, addressing identified high-risk behaviours, and high-risk times or places for road users. This version of the plan has been aligned with European road safety operations as co-ordinated by ROADPOL.

An Garda Síochána continued to align our road safety media messaging with the Road Safety Authority, reflecting enforcement operations and trends in dangerous road behaviour. Media campaigns were developed throughout 2023, accompanied by enforcement activities to ensure safe behaviour on roads. These campaigns ran in tandem with several public holiday road policing operations.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Partnerships**

**E2.1 Continue to work with partners to continue to develop multi-disciplinary approaches.**

TARGET PARTIALLY ACHIEVED ▶

Several projects have progressed under this target during 2023 to support the continued development of multi-disciplinary approaches.

In regards to community policing services, Local Community Safety Partnerships (LCSP) in Waterford and Longford progressed in 2023, ensuring greater community safety. The following projects were launched: 'See Something Say Something', the 'Older Persons Register', the Neighbourhood Watch and Community Alert, additional funding to build external relationships and the establishment of a Community Safety Warden scheme to assist tourists and vulnerable persons.

The Community Access Support Team (CAST) pilot, a partnership approach to mental health, progressed in 2023 and was piloted in Limerick. The pilot is now in a position to be implemented when the necessary roles have been filled.

The National Rural Safety Forum, a platform for a collaborative partnership to support rural community policing, also progressed in 2023. Operation Táirge, an operation to prevent organised retail crime was launched. Reporting on and compliance with the Rural Safety Plan 2022 - 2024 was undertaken. The National Community Engagement Day from 2022 was extended to increase the levels of community engagement across all rural communities.

Engagement between law enforcement agencies and international partners continued in 2023 with the intention of sharing intelligence to enhance a police service that is information-led.

**Enabler: Engagement**

**E3.1 Strengthen two-way engagement with national and local level partners, listening to and understanding the needs of our communities.**

TARGET PARTIALLY ACHIEVED ▶

An Garda Síochána took part in numerous engagements throughout the year, in collaboration with partner agencies, encouraging community safety practice while listening to and understanding the needs of our communities. Crime prevention advice was also disseminated through television, radio and social media appeals e.g. crime call, local radio and Instagram etc. throughout 2023.

The 2022 Garda Public Attitudes Survey was published on the Garda website on the 29 August. 2023. The survey informs An Garda Síochána about the perceptions of the Irish population on crime and policing in Ireland. It enhances the organisation's understanding of areas, such as crime types that the public wants to see prioritised, fears about crime and victimisation and how this impacts quality of life, and perceptions of Gardaí, regarding fair and equitable treatment. It was approved this year that the sample size of this survey would also be increased. Funding for this along with the potential risks with increasing this sample size is under consideration.



## CROSS-ORGANISATION SERVICES

### YEAR END TARGET

### PROGRESS MADE

**Pillar: Sustainable Change and Innovation**

**5.1 Enhance change capacity and capability in An Garda Síochána through the continued implementation of the Change Management Capacity-building Plan.**

TARGET ACHIEVED



A key element of An Garda Síochána modernisation has been embedding sustainable change and continuous innovation. Towards this, the organisation continued to develop and implement a structured change support network to gather feedback on current processes and systems, and practices. Following funding allocation and scoping exercises, initial themes to be managed under the change support network were identified: Innovation and Continuous Improvement; Digital; and policing practices.

Innovation and Continuous Improvement was progressed through a series of workshops, where a selection of personnel from across An Garda Síochána, considered areas of concern, as highlighted in the 2022 An Garda Síochána Culture Audit. Further sessions are scheduled for early 2024 to continue to develop solutions to priority areas. The digital theme is being addressed by establishment of a Digital Champions network, volunteers in Divisions that can collect and relay user feedback on systems in use by An Garda Síochána. This network is beginning on a pilot basis, initially in Louth Cavan Monaghan, expanding to Dublin in early 2024. The policing practices element is intended to review the impact of the Policing, Security, and Community Safety bill, once enacted. However, due to enactment being deferred to 2024, this theme of the change support network has also been deferred.

**Pillar: Sustainable Change and Innovation**

**5.2 Evolve towards a future state for An Garda Síochána, strengthening effectiveness, service delivery and realising our strategic objectives, underpinned by the principles of the Commission on the Future of Policing in Ireland.**

TARGET NOT ACHIEVED



A strong element of An Garda Síochána moving towards its future state is the effective management of Human and financial resources. Towards this, An Garda Síochána has continued its plans to improve its workforce planning processes, establish an additional partner for specialist recruitment, procure a human resources information system, and implement financial management structures to improve project budget management, and enable multi annual budgeting in partnership with the Department of Justice and Department of Public Expenditure, National Development Plan Delivery, and Reform.

A workforce planning horizon scanning exercise was completed during the year, the output of which is being developed into a Workforce strategy to address long term goals for the organisation. In support of achieving these goals, a tendering process was completed and a recruitment company awarded a contract to manage end-to-end services for increased recruitment in specialist and technical roles for the organisation. A request for information has been published for pre-market consultation on potential human resource information systems, tendering to continue through 2024. Improvement to financial management was impacted by staffing constraints for much of the year, though recruitment and consultancy support enabled work to pick up pace towards the third quarter. Increasing capacity is still the initial focus with Garda finances, current processes are being documented with a view to addressing current external recommendations.

YEAR END TARGET	PROGRESS MADE
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**Pillar: Sustainable Change and Innovation**

**5.3 Build on existing sustainable practices in An Garda Síochána through the development of a Garda Environmental Sustainability Plan aligned to the Government Climate Action Plan**

TARGET ACHIEVED 

An Garda Síochána published its Climate Action Roadmap 2023-2030. The plan, already in implementation, sets out annual steps required to meet Government set sustainability targets over the current decade. This includes achieving environmental accreditation for the Garda estate, energy saving training for Garda facilities managers, electrification of the Garda fleet and installation of infrastructure required to keep an electrified fleet active on roads. By end of year, the total number of electric vehicles in the Garda fleet had increased to 100. Monitoring of emissions confirmed overall CO2 emissions for the organisation reduced by 7.2% in 2022 versus 2021. Further information can be found in the publication in the Garda website.

**Enabler: People and Purpose**

**E1.1 Enhance our capacity to provide appropriate Human Resources, Training, Learning and Development supports, enabling our personnel to succeed in their role.**

TARGET NOT ACHIEVED 

In order to enhance capacity to provide appropriate Human Resources, Training, Learning and Development supports in 2023, An Garda Síochána has prioritised development of revised management structures within the Human Resource and People Development section of the organisation, as well as development of a new recruitment and retention strategy in line with its Equality, Diversity and Inclusion goals, and improvements to delivery of eLearning content.

An Garda Síochána continues to develop a human resource future state for the organisation. Recruitment for the organisation has been expanded, specific outreach programmes in line with aims to improve diversity, and adjustment in age limits. A Training Learning and Development Strategy based on the submission of a previously established expert review is currently under consideration, an impact assessment of expert review groups recommendations is taking place. A new Garda Education and Training System (GETS) is in use that can provide better information on Garda personnel training. New and updated training packages were uploaded to the GETS system throughout 2023.

YEAR END TARGET	PROGRESS MADE
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**Enabler: People and Purpose**

**E1.2 Further support our personnel through the implementation of health and wellbeing initiatives aligned to the principles of the Health and Wellbeing Strategy.**

TARGET PARTIALLY ACHIEVED 

Health and wellbeing initiatives were progressed throughout the year to improve support for Garda personnel.

An Garda Síochána published a menopause guidance documentation, supporting personnel serving in its ranks. The publication of the Menopause Guidance document is another step by An Garda Síochána to embed a culture of dignity and respect in the workplace and promote Health and Wellbeing. Following publication of the Garda Síochána Menopause Guidance in February 2023, An Garda Síochána was recognised as one of Ireland’s Menopause Workplaces of Excellence in 2023 and was selected as a finalist at the awards in October 2023. This documentation offers support to supervisors and colleagues of those experiencing menopause and highlights available resources.

Mental health first aid training has begun roll out across the organisation with externally-accredited instructors facilitating train-the-trainer programmes. In 2023 16 candidates successfully completed an intensive five-day training programme to become provisional mental health first aid instructors by Mental Health First Aid Ireland. Candidates are required to jointly deliver the standard mental health first aid course on two occasions in order to become fully accredited instructors certified by Mental Health First Aid Ireland. Roll out of this training will continue in 2024.

**Enabler: Partnerships**

**E2.2 Explore and develop opportunities for collaboration with specialists, universities, research hubs and internal and external thought leaders.**

TARGET ACHIEVED 

To strengthen our service and effectiveness, An Garda Síochána is progressing the development of a framework and methodology to identify and address future challenges for the organisation. A proposed foresight model was developed and is being considered with regard to the current and future state of the strategy and planning framework in An Garda Síochána. Engagement continued with the Policing Authority to collaborate and establish a Joint Research Scheme and progress its first research project. In September 2023, a Working Group was established to commence the development of the next Strategic Plan for An Garda Síochána, in line with the requirements of the new Policing, Security and Community Safety (PSCS) Bill.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Engagement**

**E3.2 Understand and respond to the results of An Garda Síochána Culture Audit.**

TARGET NOT ACHIEVED 

A survey was deployed to Garda personnel in 2022 seeking views on a range of matters including wellbeing, job satisfaction, supervision, and openness to organisational change. Among the findings, it was highlighted that Garda personnel are motivated to serve communities and protect people from harm; job satisfaction is high; and there is increased trust in senior leadership. The delivery and implementation of an organisational response to the Culture Audit was not completed by year-end 2023. However, significant work has taken place throughout 2023 to develop a comprehensive plan that will be implemented in 2024. This plan has been submitted for the Senior Leadership Team’s sign off and contains a range of cross-organisational initiatives under ‘themes’ including wellbeing; supervisory leadership; motivation, values and ethics; and enhancing a supportive organisational tone.

A business case to run a pilot partnership with Leading Ireland’s Future Together (LIFT) to trial the LIFT programme, has been approved in principle by Deputy Commissioner, Strategy, Governance & Performance. An Garda Síochána aim to build a team of strong leaders using this programme. The Garda College will assist and share observations regarding how this could be incorporated into leadership training.

**Enabler: Empowerment and Trust**

**E4.1 Promote and strengthen professional conduct amongst An Garda Síochána personnel, fostering a culture of empowerment and trust.**

TARGET PARTIALLY ACHIEVED 

The Policing and Human Rights Law in Ireland training course, developed in collaboration between An Garda Síochána and University Limerick, was rolled out in 2023, and will to continue roll out in 2024. The Level 8 micro credential module is one of the first of its kind in Europe, and helps ensure awareness of human rights law and procedure, and their incorporation into various types of operational considerations. 1,000 Garda personnel completed the Policing and Human Rights Law in Ireland Course in 2023.

The Human Rights Section completed research with the first intake of personnel who undertook the two phases of training to provide a human rights-based approach to policing. Positive feedback was received.

One key piece of work that progressed in 2023 was the introduction of Substance Misuse (Controlled Drugs) Testing for Garda personnel. Although the milestone was not achieved due to the delay in the finalisation of regulations by the Department of Justice, Substance Misuse Testing for pre-employment candidates commenced at the Garda Training College this year. Preparation for random Substance Misuse Testing of Garda personnel is currently at an advanced stage.

An Garda Síochána continued to embed the Code of Ethics and the Garda Decision Making Model through training and awareness to enhance ethical decision-making the organisation. The Code of Ethics outlines commitments related to upholding the law with honesty and integrity, respecting proper use of policing powers, responsibilities, policy and speaking up in terms of wrongdoing. A database continues to be maintained which captures the signing of the Code of Ethics at various career trigger points, such as joining the organisation, promotion, returning from career break, extension of service and applications for mobility devices.

Resourcing deficits in the Garda Anti-Corruption have slowed development of the new In-Career Vetting Function, which will not commence until Q4 2024.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Empowerment and Trust**

**E4.2 Rollout of the An Garda Síochána Operating Model.**

**TARGET NOT ACHIEVED** **X**

The Garda Operating Model is one of the most significant transformations undertaken in the history of An Garda Síochána. The Operating Model involves the restructuring of An Garda Síochána at National, Regional and Divisional levels to better enable the delivery of community policing. The model will also bring increased consistency of high-quality policing services, increase the number of frontline Gardaí and deliver a more localised service to communities. All procedures in the organisation are being reviewed to improve efficiency and ensure a standard approach is taken nationwide. Structures are being put in place within Divisions to centralise processes of governance and administration.

As of the end of 2023, ten Divisions have fully commenced all elements of the Operating Model, i.e. the establishment of Community Engagement, Crime, Performance Assurance, and Business Services Functional Areas. The revised project plan, which was updated in 2023 following a comprehensive review, reflection and assessment of the Operating Model is now targeting sustainable and effective deployment across all Divisions by the end of 2024.

The decision was taken to reconfigure the Three-County Divisions of Waterford/Kilkenny/Carlow, Laois/Offaly/Kildare and Donegal/Sligo/Leitrim to two or one County Divisions to allow for benefits of the Operating Model to be delivered more effectively, and increase capacity of Divisional Management teams.

The success of the programme is reliant on several critical external dependencies and there are significant ongoing risks relating to the implementation of the Operating Model. These include resourcing constraints, the impact of mobility at Executive Officer and Clerical Officer grades, lease accommodation requirements, and legislation.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Information-Led Policing**

**E5.1 Enhance information-led policing through the implementation of the 2023 ICT Roadmap, advancing the realisation of our Data and Technology Vision..**

TARGET ACHIEVED



The An Garda Síochána Digital Strategy 2019 – 2023 sets a vision for the organisation to be a leader in digitally-enabled policing with a mission of providing our front line policing and support staff with the technology to keep people safe. The strategy aims to contribute to meeting the recommendations of the Commission on the Future of Policing in Ireland and the ‘A Policing Service for the Future’ implementation plan. The strategy consists of five core strategic objectives: Collaboration, Enabling Information-Led Policing, Ensuring Our People Are Connected, Enhancing Public Engagement, and Building ICT Capability. Due to resourcing constraints, certain projects under the Digital Strategy have been prioritised for progression. Priority projects identified under the ICT Roadmap, such as the rollout of GardaSAFE, RDMS and IMS continued to make progress in 2023. GardaSAFE is now fully operational across all regions. RDMS roll-out has been completed in all operational Garda Divisions as of December 2023. IMS is currently operational in nine areas. E-learning is now available for Garda members and front of house staff on the organisation’s new learning management system, Garda Educational Training System (GETS).

The ACTIVE Mobility project is one of the most transformational initiatives undertaken in An Garda Síochána, providing real time access to key operational information for Garda Members whilst out and active in the community. Mobility devices have proven their worth in being central to important areas such as the arrests of suspects, execution of warrants, enforcement of Safety/Protection Orders, enforcement of speeding and other road traffic legislation, and integration with the new GardaSAFE system. To date, almost 15,000 devices have been deployed to frontline policing members.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Information-Led Policing**

**E5.2 Improve the consistency of our data by operationalising the data quality process, validated by an external review.**

**TARGET ACHIEVED** ✓

The Central Statistics Office’s Reservation on the Quality of Recorded Crime Statistics was lifted in October 2023, which is recognition of progress made by An Garda Síochána in the delivery of information-led policing.

A new call handling system was launched in 2022 to better facilitate calls by Garda members seeking support from the Garda information Services Centre (GISC). GISC has prepared a plan setting out a range of data coherency checks to be developed and implemented in 2023. GISC now has access to information in the data hub and is using Power Bi data visualization software to build out the coherency checks to identify PULSE incidents that need to be reviewed in order that data recording errors/ anomalies in key data fields can be corrected. The eleven data coherency checks listed in the plan were developed in 2023.

GISC made considerable progress during 2023 to ensure PULSE compliance with the Crime Counting Rules. Ability to restrict Invalidation of Incidents to GISC staff was implemented in November 2023. The invalidations lock down was prioritised as it carried organisational risk to An Garda Síochána. The reclassification lockdown has been postponed, however, and will be implemented once GISC capacity is addressed, as GISC currently has over 40 full time vacancies.

‘Internal Publication of Divisional data quality metrics’ has been deferred to 2024 to align with plans under the wider information and analysis area. This project has been included in a target set out under the National Policing Plan 2024.