



**An Garda Síochána**  
**Monthly Report to the Policing Authority**

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

**January 2018**

# An Garda Síochána

Oifig an Choimisinéara  
Gnóthaí Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8  
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Please quote the following ref. number: **CMR\_34-367274/15**

Bí linn/Join us  

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Ms. Helen Hall  
Chief Executive  
Policing Authority

Dear Ms. Hall

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

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

An Garda Síochána's progress in fulfilling its commitments under the Policing Plan 2017 is outlined at Appendix B. The Plan is structured around five policing and security priorities:

- 1. National and International Security:** A safe, secure state in which to live, work, visit and invest
- 2. Confronting Crime:** Enhanced feelings of safety in our communities; increased victim satisfaction; and reductions in crime
- 3. Roads Policing:** Enhanced road safety and reduced opportunities for criminal use of our roads
- 4. Community Engagement and Public Safety:** A reduction in the proportion of people who have a fear of crime and an increase in the proportion of people, in particular victims, satisfied with the service provided to them
- 5. Organisational Development and Capacity Improvement:** A modern and renewed organisation delivering professional and accountable services as a beacon of 21<sup>st</sup> century policing.

Quarterly milestones are set at the beginning of the year for each initiative. These allow An Garda Síochána to manage its performance and ultimately achieve its goals. Progress is then rated 'On Target', 'At Risk' and 'Off Target'.

Data in respect of Freedom of Information Requests and Legal Services Claims has been included at Sections 12 and 13. Positive policing successes and a summary of the on-going work across business functions to improve detection rates are detailed at Appendix C.

As was outlined in previous reports, Internal Affairs Section is advancing an electronic based system for the development of statistics. It is envisaged that a complete set of returns covering Garda Compensations and Garda Discipline will be available from March 2018.

The Road Safety Authority held their annual 'Leading Lights' Awards Ceremony on 13 December 2017. The 'Leading Lights in Road Safety Awards' recognise and honour the contribution made by people nationwide in reducing deaths and serious injuries on our roads. Winner of a 'Special Recognition Award' in the Emergency Services Category this year was Sergeant Peter Woods, DMR (Traffic) Division. Sergeant Woods was presented with the award for 'Operation Enable', an initiative he developed to tackle the misuse of the disabled parking permit system in Dublin.

Following a conversation with a disabled motorist in December 2016, Sergeant Woods decided to put together an operation to take a closer look at the difficulties caused for disabled motorists by the misuse of disabled parking bays and parking permits in the Dublin City area. He approached a number of stakeholders, including the Irish Wheelchair Association, the Disabled Drivers Association, Dublin City Council and Dublin Street Parking Services and it was agreed to work together on the project. Since its inception in March of this year, 'Operation Enable' has proven hugely successful in apprehending offenders abusing the permit system and raising public awareness on the importance of the facilities provided for disabled motorists.

On 14 December 2017 the inaugural conferring of the 40 graduates of the Postgraduate Diploma in Serious Crime Investigation took place at a ceremony hosted by the Garda College Crime Management Section and the University of Limerick School of Law. It was a significant event in the history of An Garda Síochána and in particular the Garda College with the awarding of a significant academic award (Level 9) upon investigative members of the Organisation.

The Postgraduate Diploma in Serious Crime Investigation reflects excellence in investigative management and the delivery of a professional policing service in Ireland. The programme is designed to develop decision making, expert knowledge and leadership and management skills within An Garda Síochána and other public bodies to equip them with the skills necessary to investigate serious crime. It was noted at the ceremony, that the clinical format to the programme is recognised and envied internationally and that many of the recent successes in combating gang related serious crime involved Senior Investigating Officers who have either completed or who are currently undergoing the programme.

The first Graduation ceremony for Garda members who studied the Post- Graduate Certificate in Fraud & E-Crime Investigation took place on 6 December 2017 in UCD with 44 Gardaí receiving the qualification. This Post Graduate Certificate enhances the investigative ability of Garda members and equips them with the necessary skills and knowledge to enable them to investigate serious and complex fraud matters as well as providing support and guidance to colleagues. Additionally, training in respect of Computer First Responders and E-Crime Investigation was provided to all members.

The Facility and Energy Management Team at Garda Headquarters was the winner of the Green Procurement Project of the Year at the National Procurement Awards 2017 and was an SEAI Public Sector finalist for 2017 for the second year in a row.

Since 2009, the environmental strategy has generated cumulative energy cost savings of €17.02 million which is equivalent to a reduction of 6,568 tonnes in the Organisation's carbon footprint. Following on from ISO 50001 Energy Management Certification for Garda Headquarters and Garda Fleet in 2016, the Garda College became one of the first police colleges to achieve ISO50001 Certification in December 2017.

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

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

Yours sincerely

**SUPERINTENDENT  
COMMISSIONER'S OFFICE**

**January 2018**

**Financial Position**

The overall financial position at the end of December shows a total net expenditure of €1,545.5 million which was €14 million less than the post Supplementary Annual Budget of €1,559.5 million. The Supplementary Estimate amounted to €44.2 million.

The balance of €14m includes:

1. A Surrender Balance of almost €1.9m.
2. Carryover of €8.907m under the capital carry over provisions to meet contractual commitments under the Capital Building Programme in 2018.
3. Additional receipts of €3m which came into the Appropriations in Aid subhead.

The Supplementary Estimate was used to offset the additional overtime expenditure incurred in 2017 and the shortfall in the pay subhead. Additional savings were made in non-pay areas to ensure that the Voted funds were not exceeded.

**Procurement****Training in An Garda Síochána Code of Ethics**

The contract with Acorn Governance Solutions was signed on 15 December 2017 and the Regional seminars commenced with the DMR.

**Garda College Restaurant Tenders**

The tender for the provision of foodstuffs closed on 18 December 2017, following publication in the Official Journal of the European Union via e-Tenders on 17 November 2017 and is now at the evaluation stage.

**ICT Service Desk and IT Operations and Security Personnel**

Sanction was received from the office of the Government Chief Information Officer on 20 December 2017. Once this sanction is cleared by ICT, tender documents will be forwarded to Office of Government Procurement for issue to the Framework members in early January 2018.

**Estate Management**

The Garda Síochána Building and Refurbishment Programme 2016 – 2021 includes a number of projects which reflect the priorities of An Garda Síochána, including:

- a Public Private Partnership (PPP) project to deliver new Garda Stations in key areas;
- major refurbishment of stations/facilities including facilities for meeting victims of crime;
- essential remedial works to existing stations;
- development of Property and Exhibit Management Stores;
- upgrade of cells and provision of improved Custody Management Facilities.

**New Garda Stations – Kevin Street and Galway**

Major Garda Station projects continue to be progressed at Kevin St. and Galway. Kevin Street and Galway are scheduled for completion in February and April 2018, respectively.

**New Garda Stations – Macroom, Clonmel and Sligo**

Government has approved funding for three new Garda Stations through a public private partnership. Before engaging with the National Development Finance Agency, the sites for all three must first be secured. OPW has secured a site in Macroom and is engaging with Tipperary County Council and the

Chief State Solicitor's Office for the transfer of a site in the former Kickham Barracks in Clonmel plus actively pursuing the acquisition of a site in Sligo.

### **Works Completed**

In December 2017, substantial completion was achieved on works to the custody management facility at Henry Street Garda Station and remedial works at the Technical Bureau Garda HQ. In both projects, minor issues are being finalised at present before full handover can take place for An Garda Síochána.

### **Works Underway**

- A contract has been signed for works at Carlow Garda Station (upgrade of the cells and custody management facilities). The main contract has commenced.
- Preparatory works for the major refurbishment of Ballinasloe Garda Station have commenced and it is expected that the main contract will commence later in January 2018.

### **Projects being advanced to planning and tender stage**

- The OPW is conducting a final review of the works to the cells at Longford Garda Station in order to finalise the tender package.
- Part 9 planning was approved on 19 June 2017 for a replacement Garda Station and a facility for the Garda National Immigration Bureau at Dublin Airport. OPW and the Dublin Airport Authority have finalised the legal aspects of the project and the OPW is engaging with the contractor with respect to commencement of the project, which is expected in mid-February.
- Enabling works have been completed at Athlone Garda Station. Issues arising from the phasing of the works were resolved in September 2017. The pre-qualification of contractors for the major redevelopment of the Station has been completed and a tender package issued on 27 October 2017. The tender packages have been returned and the assessment of these documents is expected to be completed imminently.
- Preparatory work to Donegal Town Garda Station is continuing. The OPW commenced the pre-qualification of the main contractor in early December 2017 and responses were received on 16 January 2018.
- Planning was lodged for a new Garda Station at Glanmire on 2 August 2017 and completed on 13 September 2017. Main tenders issued in early January, reserve (Mechanical & Electrical) tenders are due to issue later this month.

### **National Cell Refurbishment Programme**

The Cell Refurbishment Programme is progressing well and the position is as follows:

- Cells in 75 Garda stations have been refurbished.
- Refurbishment works are ongoing in one Station.
- A contract for the refurbishment of the cells in four Stations has been awarded and preparatory works are underway.
- A contract for the refurbishment of the cells in three Stations is to be awarded imminently.
- An additional 25 Garda Stations are at planning stage with a view to progressing same as part of the Programme in 2018.

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

In December 2016, the OPW agreed a new non-renewable six-year lease on the Harcourt Square complex commencing on 1 January 2017. This creates the imperative to develop a replacement facility for An Garda Síochána at Military Road before the end of 2022. Following a process of engagement, the OPW is developing detailed proposals for the Military Road scheme for consideration by local Garda management. The Planning application for the Military Road scheme was lodged by OPW on 22 December 2017. Funding for this project has been agreed by the Government under the Mid-Term Capital Review.

### Budgetary Constraints

Budgetary constraints in 2018 will significantly impact the ability of Garda Estate Management to deliver on the Capital Building Programme and Modernisation and Renewal Programme.

### Garda Fleet

#### Strength of Garda Fleet, broken down by Type as at 31/12/2017

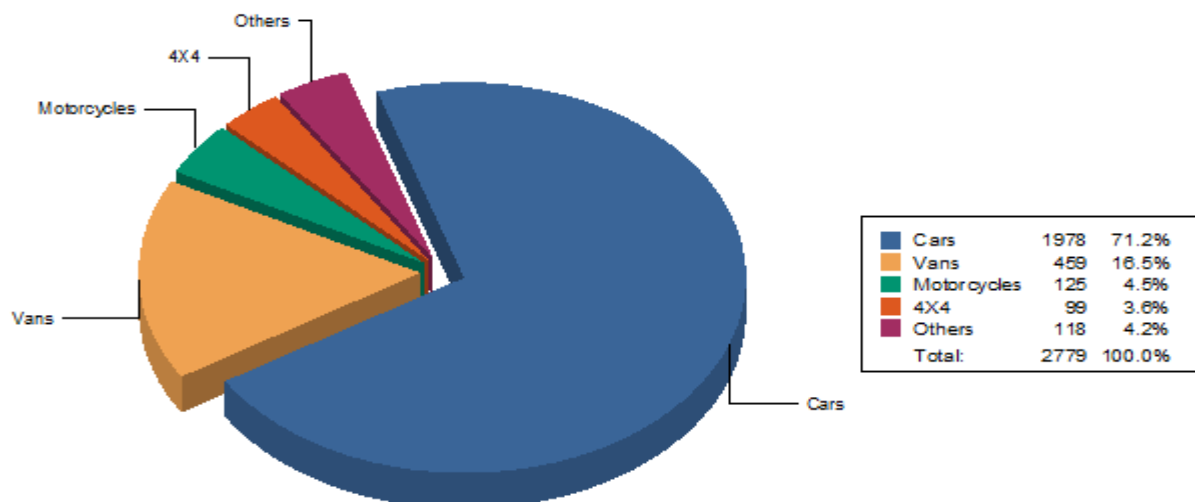
Cars			Vans	Motorcycles	4 x 4	Others	Total
Marked	Unmarked	Total	Total	Total	Total	Total	
799	1,179	1,978	459	125	99	118	2,779

#### Strength of Garda Fleet, broken down by Age as at 31/12/2017

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
<b>Total</b>	1,978	459	125	99	118	2,779	100%
<b>&lt; 1 year</b>	204	39	2	11	25	281	10%
<b>1 – 2 years</b>	316	139	60	37	33	585	21%
<b>2 – 4 years</b>	799	80	21	2	25	927	33%
<b>4 – 6 years</b>	213	105	5	2	4	329	12%
<b>&gt; 6 years</b>	446	96	37	47	31	657	24%

Vehicle age is calculated from date of commission

#### Strength of Garda Fleet, broken down by Type as at 31/12/2017



## 2 Human Resources and People Development (HRPD)

- The current Garda strength is 13,551 and civilian strength is 2191.754 (whole-time equivalent). A full breakdown by rank and grade is outlined at Appendix A.
- The Garda Trainee recruitment campaign is continuing, with 211 recruits attested on 8 December 2017.
- A group of 204 students commenced training on 6 November 2017.
- Further to the sanction received to recruit the 95 priority posts at the beginning of this year and the €8m provided in the 2017 Garda Pay Budget for the recruitment of 500 civilian staff, work is well advanced on filling these posts. Of the 111 posts sanctioned by mid-December, 101 were filled by year end.
- The recruitment process for the Executive Director Chief Data Officer post is progressing through the Public Appointments Service.
- Meetings continue on a regular basis with the Policing Authority and Departments of Justice & Equality and Public Expenditure & Reform to progress the Workforce Plan. Further information on the status of Civilianisation and Redeployment is outlined in Section 5.
- Details of numbers and vacancies in specified ranks are attached at Appendices D, E and F.

## 3 Information and Communications Technology (ICT)

Updates on projects deployed to the Live Environment:

- **Monthly Patching:** Essential Microsoft security updates were deployed to all PCs on 15 December 2017 with further updates rolled out successfully on 12 January 2018.
- **AGS Portal Release 9:** An update to the Uniform Ordering on the AGS Portal was implemented on 6 December 2017. This release updated design features for the Procurement Section.
- **Major Investigations Management – Oisín R4.5.2:** The Oisín application is a secure Intelligence Management System used by members of Security and Intelligence and the Drugs and Organised Crime Bureau (DOCB). This release was part of an agreed change request development cycle for the Oisín application and was implemented on 12 December 2017. This release improved search capabilities, landing screen alterations and workbasket changes. The final phase of the agreed change request development cycle (Oisín R4.5.3) is scheduled for release on 30 January 2018. This release includes 8 change requests, which will update functionality in areas for additional information on the person entity screen and updates to relationship types.
- **Reporting Services 1:** Reporting Services is a web based application used to generate reports based data input into PULSE. Updates to reporting services were rolled out successfully on 11 January 2018. This update provides enhancements to the current reports within the application.
- **PRUM:** This project implements enhancements to the Automated Finger Printing System to step up cross-border cooperation in relation to terrorism, crime and illegal immigration. The technical implementation of PRUM was successfully deployed into the Garda ICT Production Environment on 14 January 2018.
- **Mobility 1:** The Enterprise Mobility Management (EMM) Garda ACTIVE Mobility Pilot was publically launched in the Limerick Division on 7 December 2017 and is scheduled to run for 6 months. The Traffic Application allows An Garda Síochána to lookup car registration numbers in PULSE from their mobile device. An update to the Traffic Application is planned for 24 January 2018. This update will include an additional information field for the last date of sale, highlighting of the property status field (e.g. stolen or unauthorised taking) and some minor bug fixes.
- **Portal Release 1:** A maintenance release update is scheduled for the Garda Síochána Portal on 29 January 2018. This update is on the request of the National Forensic Coordination Office (NFCO)



in the Garda Technical Bureau. This update will enable read-only members of the DNA Tracking (DNAT) section to view the status of submitted samples.

### **Modernisation and Renewal Projects**


- **Property Management:** The Property and Exhibits Management system (PEMS2) went live on 21 September 2017. The phased roll out of the peripheral devices, application access and service transition support activities are now complete. As of 5 January 2018, 489 users have been provisioned with access to the application with a planned total of 1,200 users after training is complete. 93,052 object records have been created in the system. Phase 2 of the PEMS2 peripheral device roll out will take place in the first quarter of 2018. PEMS2 Release 1.1 is planned for 12 February 2018. 'Train the trainer' is taking place in mid-January in the Garda College with a view to initiating Divisional CPD PEMS2 training.
- **Roster and Duty Management System (RDMS):** This is the implementation of an off-the-shelf Duty Management System for active duty planning and resource management (time and attendance). The system configuration build is on-going and due for completion at the end of January. The project is currently in the 'test phase'. The 'test phase' consists of preparation of and execution of test cases to ensure the quality and requirements of the system are met. During the 'test phase', System Testing, Technical Testing, Performance Testing and User Acceptance Testing of the Duty Management System will be completed. Currently, System Test execution is in progress, with preparation activities on-going for the commencement of Technical Testing, Performance Testing and UAT. Communications planning and training preparation are in progress. DMR West Division has been nominated for a 3-month pilot commencing end of Q1 2018.
- **PRUM:** The Department of Justice and Equality submitted the Questionnaires on sharing fingerprinting data to the EU Council to indicate readiness to commence the EU evaluation process on 10 November 2017. The Questionnaires were represented at the EU Council DAPIX meeting on 30 November 2017, with no immediate issues raised during review. Arrangements have been made for the Austrian Delegation to travel to Ireland on 12 February 2018 to complete the EU evaluation pending approval at the DAPIX meeting. The technical implementation of PRUM is due to be implemented on schedule into the Garda ICT Production Environment on 14 January 2018.
- **Schengen:** The Schengen project allows for information exchanges between Schengen member states on persons and property. Phase 0 of the Schengen project, allowing for detailed requirements gathering and business process definition, is in progress. All requirements and business processes have been defined and agreed following detailed workshops with both operational and specialist groups across An Garda Síochána. Development of Functional Designs and detailed planning for the remaining phases of the project are now underway.
- **Enhancing Network Access in Rural locations:** ICT is incrementally upgrading non networked stations to enable connectivity to Garda information systems. To date, 61 Garda Stations have been networked by Garda Telecommunications. In the coming weeks, PULSE computers will be installed in the remaining sites. A review of the outstanding stations is planned to ascertain if a mobile solution would be more appropriate.

### Christmas Road Safety Campaign

There was significant activity across different channels to promote road safety messages over Christmas. This included:

- the launch of a campaign with RSA and Department of Transport;
- regular updates on levels of enforcement via press releases; and
- social media posts demonstrating Garda enforcement and educational activity.

Social media activity included Facebook Live broadcasts from checkpoints in Naas and on the M50. The video for the M50 checkpoint has been viewed by over 100,000 people.



The screenshot shows a Facebook video post from 'An Garda Síochána'. The video thumbnail shows a Garda officer in uniform standing next to a white Garda car at a checkpoint. The post text reads: 'Mandatory alcohol checkpoint on m50 never drink and Drive!'. The post was uploaded on 12/16/2017. To the right of the video, there is a 'Performance for Your Post' section with the following data:

Metric	Value
Minutes Viewed	51,990
Video Views	103,649
10-Second Views	54,445
Video Average Watch Time	0:21
Audience and Engagement	

At the bottom of the post, there are three buttons: 'Create Post With Video', 'Edit Post', and 'Boost Post'. A small note at the bottom left states: 'Insights are recorded in the Pacific Time Zone and may not reflect the most recent data.'

### Conviction for Directing Terrorism

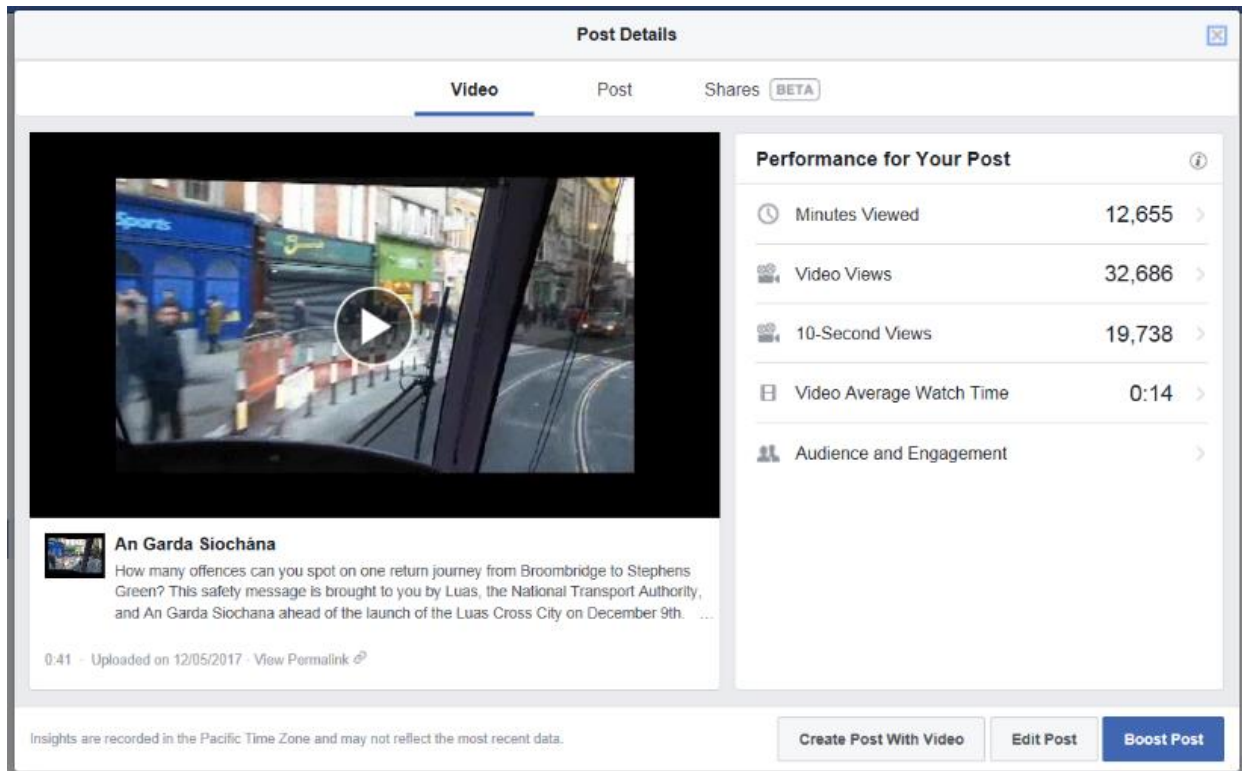
In December 2017, for only the second time in the history of the State, an individual was convicted by the Special Criminal Court for directing terrorism and was sentenced. Following the conviction and sentencing, An Garda Síochána provided a comment to the media detailing the extensive work undertaken throughout the investigation. This received widespread coverage.

### Scott Medal Awards

The bravery of members of An Garda Síochána was highlighted at the Scott Medal Awards, held on 8 December 2017. Individual award winners detailed their acts of heroism to the media resulting in significant positive coverage.

### Luas Cross-City Safety Video

To advise motorists, cyclists and pedestrians about the safety implications of the introduction of the Luas Cross-City, An Garda Síochána produced a video, filmed within a Luas cab, of a series of near misses involving these groups during one training run by Luas. The video has been viewed nearly 50,000 times and received coverage on sites such as Independent.ie and Journal.ie.



The screenshot shows a Facebook post details page for a video. The video is titled "An Garda Síochána" and has a duration of 0:41. The post text asks, "How many offences can you spot on one return journey from Broombridge to Stephens Green? This safety message is brought to you by Luas, the National Transport Authority, and An Garda Síochána ahead of the launch of the Luas Cross City on December 9th. ...". The video has been uploaded on 12/05/2017. The performance metrics for the post are as follows:

Performance for Your Post	
Minutes Viewed	12,655
Video Views	32,686
10-Second Views	19,738
Video Average Watch Time	0:14
Audience and Engagement	

At the bottom of the page, there are buttons for "Create Post With Video", "Edit Post", and "Boost Post". A note at the bottom left states: "Insights are recorded in the Pacific Time Zone and may not reflect the most recent data."

### Q3 Public Attitudes Survey

As part of our ongoing commitment to increased openness and transparency, the results of the Q3 Public Attitudes Survey were publicised via a press release and publication on Garda.ie. They were also distributed internally via the Garda Portal and Newsbeat e-zine.

### Safety Advice on Invoice Re-Direct Fraud

In conjunction with the Garda Economic Crime Bureau, a press release was issued and a spokesperson made available to advise businesses on how to avoid invoice re-direct fraud, which had resulted in losses of over €700,000 being reported to Gardaí in November 2017 alone.

### Expansion of Social Media

Divisional Facebook pages for Carlow/Kilkenny, Tipperary, and Cavan/Monaghan were introduced.

### Interviews/Operational Media Briefings

Interviews and operational media briefings for December included;

- Interview on Crimercall with the Acting Commissioner
- Introduction of mobility pilot in Limerick (local media, RTE and TV3)
- Tackling organised crime (Irish Independent)
- Crime issues related to operation of certain rickshaws in Dublin city centre (Irish Times)
- Drugs seizures, and appeals relating to on-going investigations.

Level of post	Sanctioned: February 2017	Sanctioned: additions during year	Total sanctioned	Number appointed	Progress
Executive Directors (ED)	2	1	3	2	ED Strategy & Transformation appointed 29/6/17. ED Legal & Compliance appointed 6/11/17. ED Chief Data Officer being progressed by PAS.
Chief Medical Officer	1		1	1	CMO appointed 29/6/17.
Principal Officers	5	1	6	3	3 POs appointed (internal panel) 28/9/17. Job specifications with PAS for ICT posts (on hold pending outcome of discussions on sanction conditions between D/Justice & Equality and DPER. HR post advertised by PAS, interviews ongoing during the week of 15.01.2018
Assistant Principal Officers	16	4	20	15	9 posts filled (internal panel) including 2 in ICT, 6 from PAS panel for GISC, Housing and HRPD. 1 in vetting for HRPD. PAS requested to provide further candidates; Job specifications with PAS for ICT posts (on hold as above).
Professional Accountant Grade 1	1		1	1	PAS panel used.
Solicitors	2		2	1	Utilisation of PAS panel at APO higher level. Panel exhausted. Additional requirement with PAS to fill this sanction.
Higher Executive Officers	14		14	14	Internal and External panels utilised.
Executive Officers	24		24	24	Internal and External panels utilised.
Clerical Officers	29		29	29	PAS panel used.
Cleaners/Supt of Cleaners/Service attendants		11	11	11	
	<b>94</b>	<b>17</b>	<b>111</b>	<b>101</b>	

<b>Status update on recruitment of civilian staff to facilitate Garda Reassignments as of 24/01/18</b>	<b>Principal Officer</b>	<b>Assistant Principal Officer</b>	<b>Higher Executive Officers</b>	<b>Executive Officers</b>	<b>Clerical Officers</b>
Waiting on names from PAS	1		2	2	24**
Currently in vetting				8	17
Awaiting assignment from Internal Panel					
Start date TBC/Waiting on assignment papers				2	
Start date agreed				3	
<b>Assigned and started</b>			2	9	17
<b>Total</b>	1		4	24	58*
	<b>Chief Superintendent</b>	<b>Superintendent</b>	<b>Inspector</b>	<b>Sgt</b>	<b>Garda</b>
Confirmation from Divisions re Garda reassignment	1		3	3*	40**

\*Sgt (retired and being replaced by a HEO in an enhanced role)

\*\*inclusive of 9 GNIB posts

The Human Resources Directorate is currently obtaining confirmation from Divisional Officers regarding reassignment.

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

The Steering Committee to embed the Code of Ethics in An Garda Síochána continues to meet regularly. The most recent meeting was held on 10 January 2018. The group also met with the Policing Authority's Code of Ethics Committee on 11 January 2018 and provided a full update.

Following the Code of Ethics Regional Launches in December 2017, incorporating personnel from the Dublin Metropolitan Region, Special Crime Operations, Security and Intelligence and Garda Headquarters (Harcourt Square and Phoenix Park), the remaining national launches were due to take place during January 2018. While some unrelated industrial relations issues are currently being discussed, it has been necessary to postpone the remaining launches at this time

Code of Ethics posters for display nationally will be distributed to Garda Stations before the end of January 2018 and copies will be provided to the Policing Authority.

Ethics Trainers selected nationally representing all ranks and grades commenced training on 15 January 2018 and further training will be provided on 22 January 2018.

On 17 January 2018, the Garda Síochána Ethics Advisory Group met with Acorn Governance Solutions, the external ethics experts selected through tender to progress the Draft Code of Ethics Strategy and Garda Síochána Decision Making Model.

The next Ethics Steering Committee meeting will take place on Monday 22 January 2018.

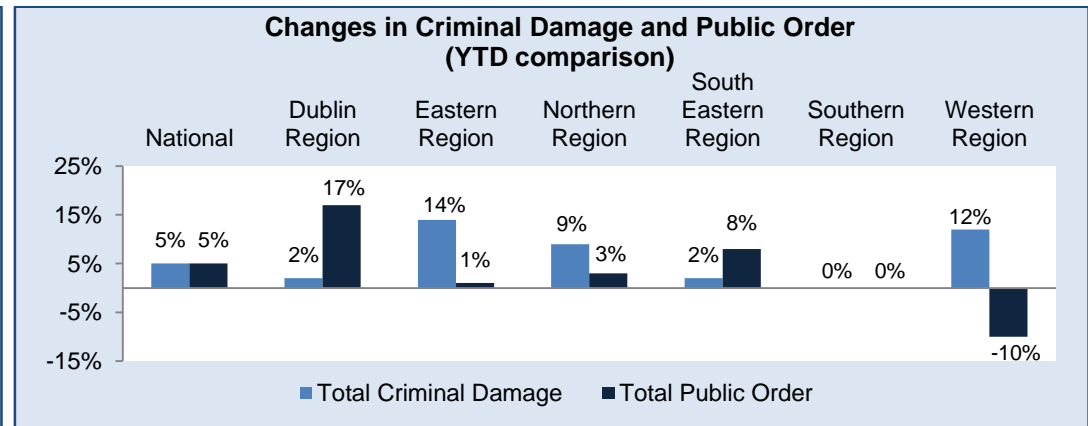
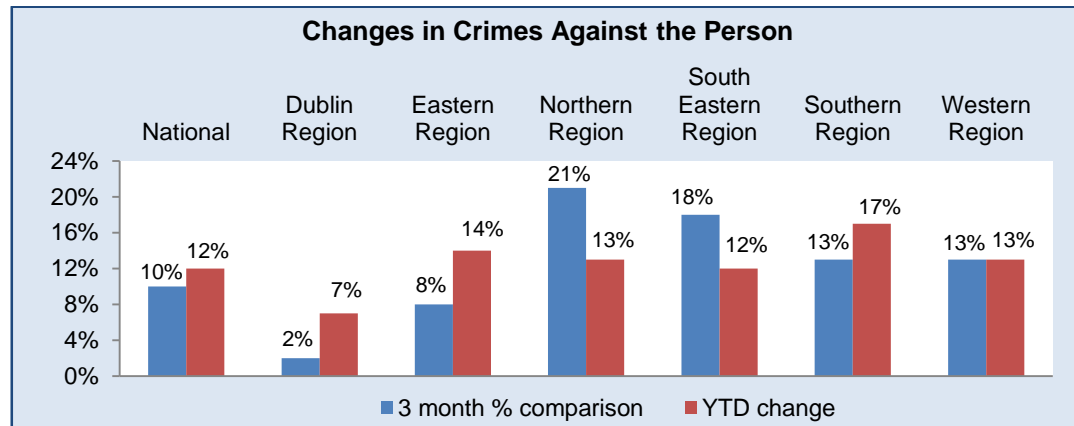
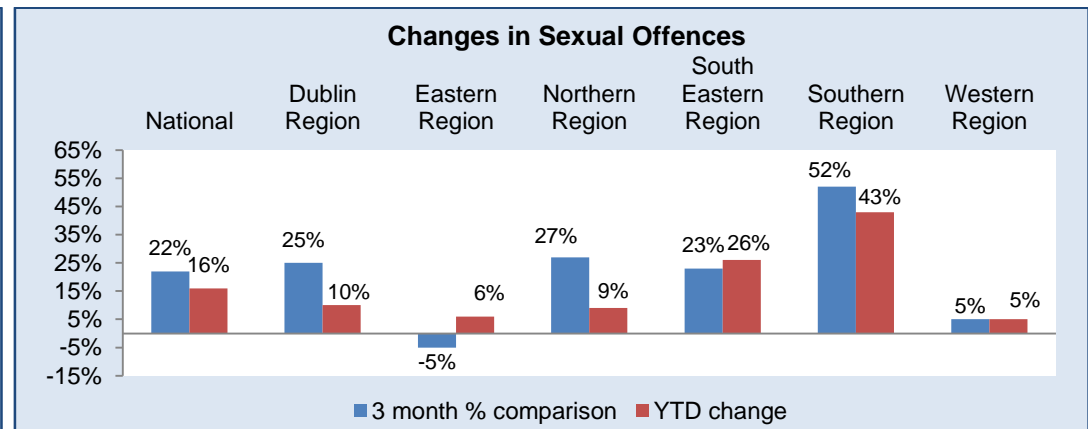
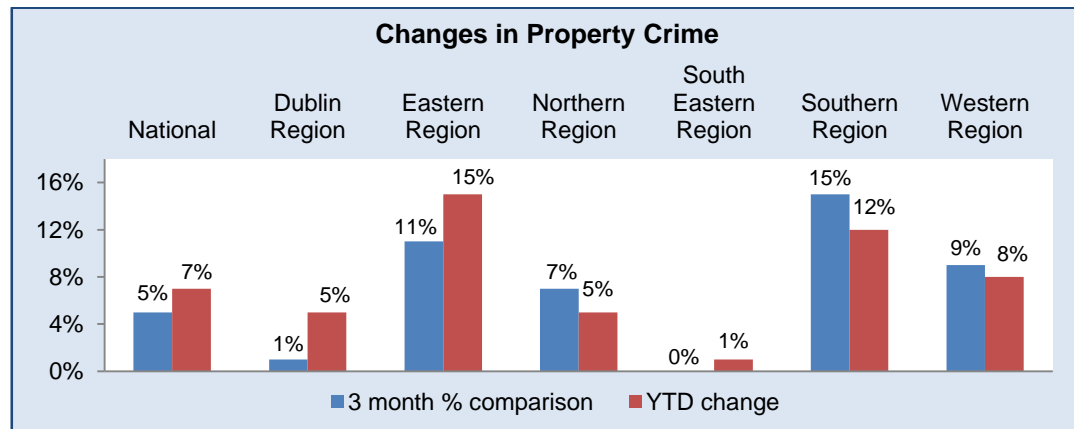
**National Overview**

During 2017, property crime rose by 7% nationally compared to the previous year, with all regions reporting increases over 2016 figures. Crimes against the person are up 12% in 2017 compared to 2016. There has been a 16% increase in reported sexual offences when this year is compared to last year. Total criminal damage and total public order offending increased in 2017, both up 5% on 2016 totals.

**Operational / organisational emerging challenges**

Property crime incidents increased between 2016 and 2017, with a peak in violent property crime incidents over recent months. Crimes against the person continue to increase across all Regions; assault minor and assault causing harm offences are the main drivers of these trends. The deferred publication of Recorded Crime statistics by the CSO due to data quality concerns continues to be an ongoing challenge for the Organisation.

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



**MRP Status Overview**

**Project Status View**

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

**Project Status Breakdown**

Critical	Under Control	On Track	Total Projects
6	18	23	47

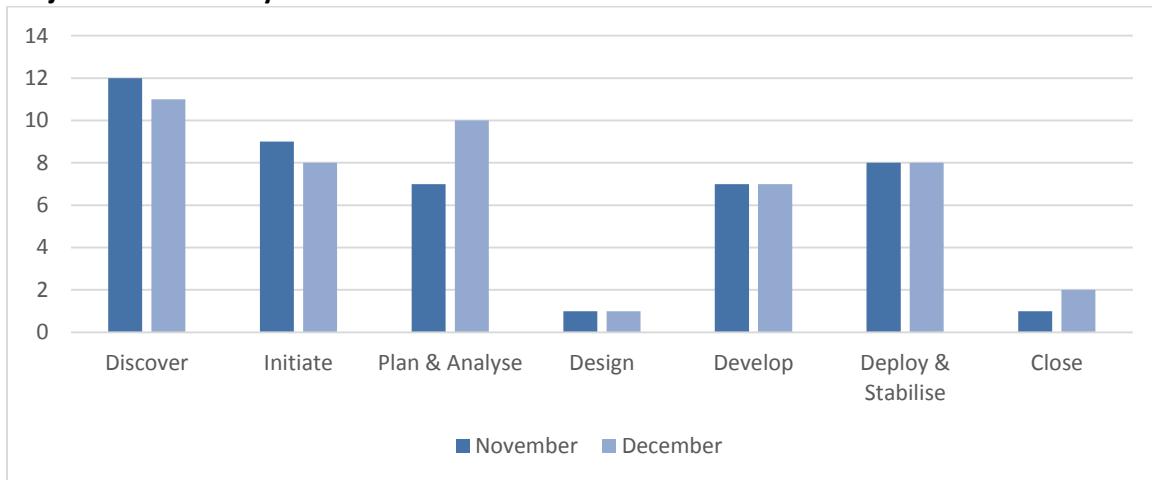
**Project Status Comparison to previous month**

<b>Critical</b>	<b>No Net Change</b> (+1, -1)	<ul style="list-style-type: none"> <li>PALF moved from Amber</li> </ul>
<b>Under Control</b>	<b>-1</b> (+1, -2)	<ul style="list-style-type: none"> <li>CAD Part 1 moved from Green</li> </ul>
<b>On Track</b>	<b>+3</b> (+4, -1)	<ul style="list-style-type: none"> <li>Prüm (Fingerprint Data Exchange) moved from Amber</li> <li>ANPR moved from Red</li> <li>Process Optimisation – Cycle to Work added as a new project</li> <li>Risk Management IT System added as a new project</li> </ul>



## MRP Phase Overview

### Project breakdown by Phase



### Project movement by Phase

Phase	Project	Comment
Discover		No new projects/ initiatives started
Initiate	CAD Part 1 - National Rollout	Previously in Discover
	Risk Management IT System	New Project
Plan & Analyse	ANPR Central Monitoring Office	Previously in Initiate
	Garda National Cyber Crime Bureau	Previously in Initiate
	Corporate Services	Previously in Initiate
Design		No Movement
Develop		No Movement
Deploy & Stabilise	Process Optimisation - Cycle to Work	New Project
Close	Electronic RC1	Previously in Deploy & Stabilise

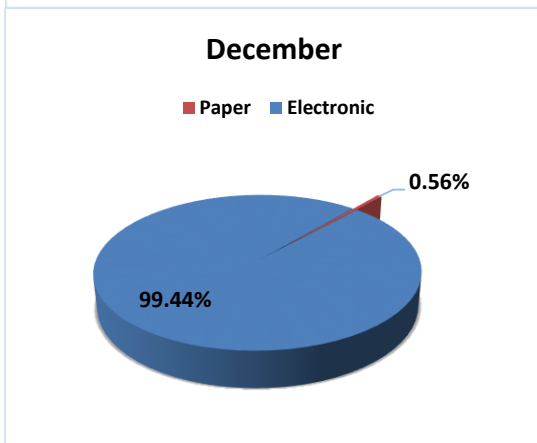
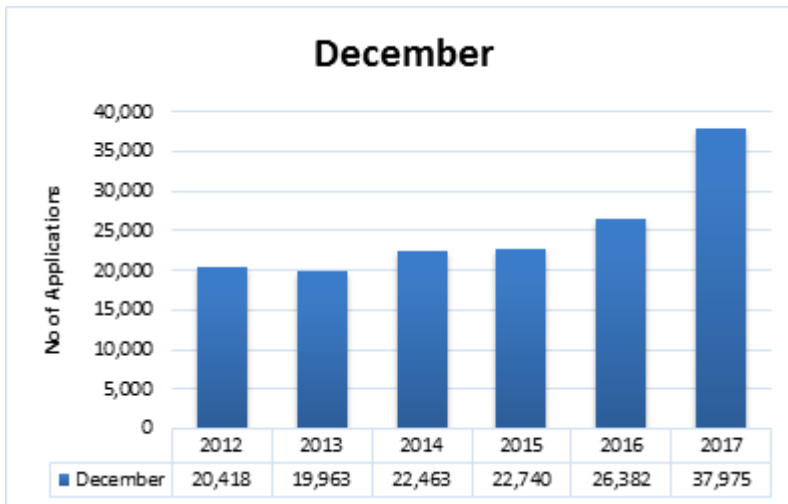
### Upcoming deployments or milestones

Project	Date	Comment
Code of Ethics	January 2018	Regional Launches
Cultural Audit	January 2018	Focus Groups to commence
GEAS	January 2018	Go-Live: Employee Assistance Officers will use a new IT system and revised processes.
Process Optimisation - Cycle to Work	January 2018	Go-Live: Garda Staff will be able to apply for the Government Cycle-to-Work scheme via an online system called "Tax Free Bicycles".
Schengen	January 2018	Terminal Access Point (TAP) hardware delivered, which once configured, will enable connection to the European SIS database.

## 9 Risk Management

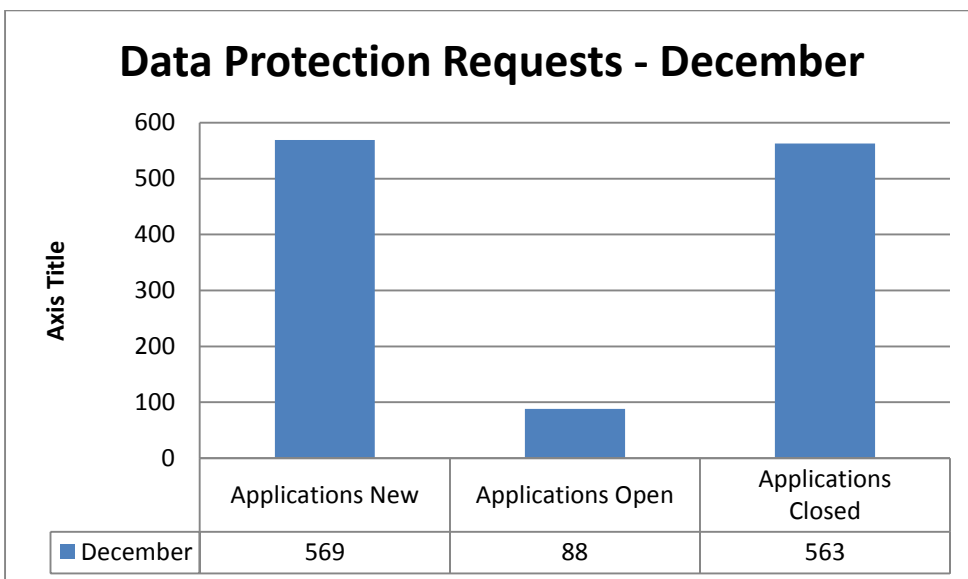
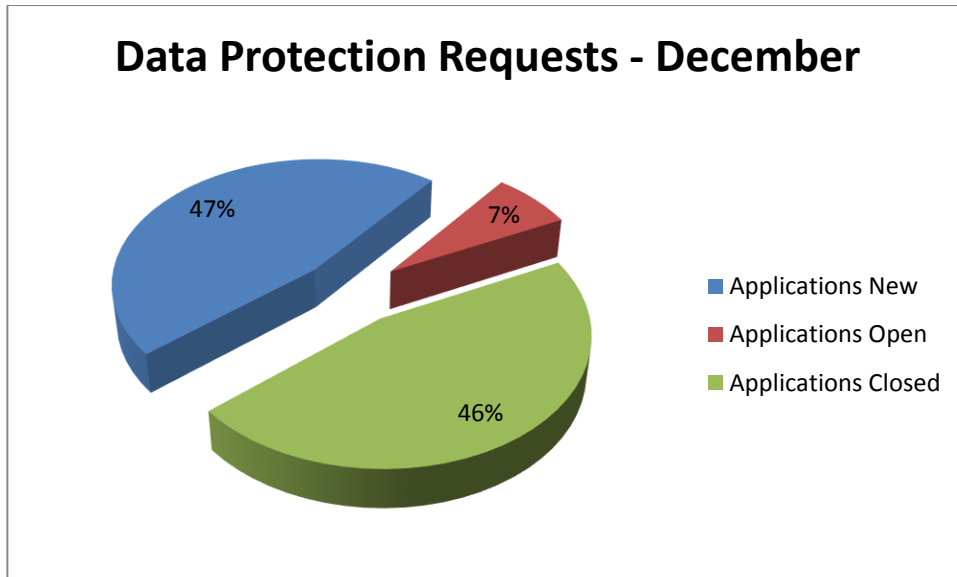
- Seven meetings of the Risk & Policy Governance Board (R&PGB) have been held to date in 2017, with the most recent meeting taking place on 18 October 2017. The next R&PG Board meeting has been scheduled for 1 February 2018.
- A meeting of the Key Governance Stakeholders group (GPSU, GIAS, Strategic Planning, STO, GRMU) was held on 9 January 2018.
- The Garda Risk Management Unit continues to provide Organisation-wide communications, training, advice and guidance to all risk management stakeholders, with the objective of embedding risk management firmly within the Organisation's culture.
- The following briefings and workshops were held on various dates throughout December;
  - Sergeants and HEO Development Programmes
  - Risk Register Development Workshops and specific support, guidance and advice to stakeholders.
- Since October 2016, the Garda Risk Management Unit has provided training, briefings or direct support to more than 1000 members of An Garda Síochána, of all ranks and grades.

## 10 Vetting



**11 Data Protection**

Applications	New	Open	Closed
December	569	88	563



## 12 Freedom of Information (FOI)

The FOI system records a total of 542 requests, incorporating a total of 1,007 questions, received between 1 January and 31 December 2017. The majority of these requests were submitted by journalists (218), followed by requests from members of the public (198). The remaining requests were submitted by business groups, solicitors and academics. Six requests have been received from members of the Oireachtas. Two requests under The European Communities (Access to Information on the Environment) Regulations 2007 – 2014 were received and processed in 2017.

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

MONTHLY STATUS UPDATE - November 2017			
FOI Requests	Year To Date	November	Comments/Issues
Finance: General	102	3	
Finance: Procurement	10	0	
FOI Section	320	15	
Human Resources	104	3	
Internal Audit	6	0	
<b>Total Requests</b>	<b>542</b>	<b>21</b>	
Additional Requests	312	18	These comprise of non-eligible requests that require attention by An Garda Síochána (crime reporting etc.)
FOI Decisions	Year To Date	November	Comments/Issues
Granted	57	5	23 Internal Reviews (1 IR of AIE request) and 4 OIC Appeals completed
Part-granted	111	6	
Refused	333	17	
Withdrawn	32	0	
Withdraw & redirect	0	0	
<b>Total Decisions</b>	<b>533</b>	<b>28</b>	
Response Times	Year To Date	November	Comments/Issues
Within time	520	26	
Out of time	13	2	

\*Please note the statistics are drawn from a live ICT reporting system and as a result information is changing hourly/daily as decisions are made and files completed.

## 13 Legal Services Claims

December 2017

File Type	New				Finalised			
	Garda		Non-Garda		Garda		Non-Garda	
	Litigation	Pre-Litigation	Litigation	Pre-Litigation	Litigation	Pre-Litigation	Litigation	Pre-Litigation
Article 40								
Assault								
Assault (Sexual)								
Constitutional								
Defamation							1	0
Bullying								
Damage to Property			0	6				
Discovery			4	2			1	0
Equal Status Act								
Employment Cases								
False Imprisonment								
Judicial Review			1	0				
Injunction								
Inquest								
Malicious Prosecution								
Negligence								
Personal Injury	0	2	0	5				
Police Property Application			0	1				
PSV								
Slip/Trip/Fall							0	1
SCA Assist								
Unlawful Arrest							1	0
Unlawful Search								
Unlawful Seizure								
Vetting								
Warrant Case								
Other			2	1				
<b>Total</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>

- The figures provided above refer to the number of new files opened and finalised in Legal Services in the month of December 2017.
- The files are broken down into the categories of “Garda “ / “non-Garda” files.
- The figures are further broken down into files which are “pre-litigation” (legal proceedings have not been instituted) and “litigation” (files which are the subject of legal proceedings).

## Appendix A

### Human Resources and People Development (HRPD)

Rank	Strength at 31 December 2017
Commissioner	0
Deputy Commissioner	2
Assistant Commissioner	9
Chief Superintendent	43
Superintendent	165
Inspector	270
Sergeant	1,873
Garda	11,189
<b>Sub - Total</b>	<b>13,551</b>
Career Breaks (incl ICB)	161
Work-sharing*	53.5
Secondments (Overseas etc)	18
Maternity Leave	85
Unpaid Maternity Leave	34
<b>Total</b>	<b>13,199.5</b>

\*Equates to 104 full time members

Professional/Technical		Administrative		Industrial	
Head of Training & Development	0	CAO	1	General Op	11
Teacher	16.6	Exec Director Finance	1	Electrician	1
Researcher	2	Exec Director HRPD	1	Store Keeper	1
Senior Solicitor	1	Exec Director ICT	1	Carpenter	1
Professional Accountant Grade I	3	Exec Director S&T	1	Charge hand	1
Professional Accountant Grade II	2.8	Exec Director L&C	1	Plumber	1
Professional Accountant Grade III	1	Director	1	Traffic Warden	6
CMO	1	PO*	9	Coffee Shop Attendant	0
Assistant CMO	1	AP**	30	Driver	15.8
Occupational Health Physician	0	HEO***	112	Store man	4
Nurse	3	EO ****	316.055	Store Officer	1
Photographer	3	CO	1419.279	Groom	1
Cartographer	2	Supt. of Cleaners	2		
Telecoms Technician	12.6	Cleaner	152.33		
Examiner of Maps	1	Service Attendant	32.49		
Head of Legal Affairs (Director level)	1	Seasonal Cleaner /SA	6.8		
Accident Damage Co-ordinator	1	Service Officer	7		
Technical Supervisor	1				
Workshop Supervisor	1				
<b>Total</b>	<b>54</b>		<b>2093.954</b>		<b>43.8</b>

\* Includes 1 Senior Crime & Policing Analyst

\*\* Includes 2 Higher Crime & Policing Analysts

\*\*\* Includes 29 Crime & Policing Analysts, and 2 Assistant Accountants

\*\*\*\* Includes 10 Crime & Policing Analysts

**GRAND TOTAL: 2191.754 (whole-time equivalent)**

## Appendix B (i)

### Policing Plan 2017 – November performance at a glance

PRIORITY 1: NATIONAL AND INTERNATIONAL SECURITY*		
No.	Strategies / Projects	RAG Rating
5	Collaborative engagement with key minority groups.	On Target
7	a) Establishment of a Cyber Crime Investigation Unit at the Garda Cyber Crime Bureau.	On Target
	b) Development of new cyber crime strategy by Q4 2017.	On Target
	*Shaded information redacted for Policing Authority version	
PRIORITY 2: CONFRONTING CRIME		
No.	Strategies / Projects	RAG Rating
8	Publish National Crime Prevention and Reduction Strategy.	On Target
10	Establishment of Protective Services Units in 3 Garda Divisions by Q4.	On Target
12	Implementation of COSC strategic actions pertaining to 2017.	On Target
13	Implementing the recommendations of the review of the victims services offices.	At Risk
14	Provision of information on Criminal Justice system, etc through the new Garda website.	Off Target
15	Deployment of CAD nationally by Q4 2017	Off Target
15a	Deployment of CAD nationally by Q4 2017 - CAD I	On Target
15b	Deployment of CAD nationally by Q4 2017 - CAD II	Off Target
16	a) Each <b>non-sexual crime</b> incident has investigating officer and supervisor assigned.	At Risk
	b) Each <b>sexual crime</b> incident has an investigating officer and supervisor assigned to it.	At Risk
18	Collaboration with international police targeting OCGs and individuals involved in criminality.	On Target
19	Deployment of new evidence-based framework by Q4 2017.	Off Target
20	Roll-out of JARC to 12 Garda Divisions by Q4 2017.	Off Target
21	The roll-out of SAOR to all Garda Divisions by Q4 2017.	Off Target
22	Active participation by An Garda Síochána in the Youth Justice Action implementation.	On Target
Metrics		
9	b) Decreased <b>incidents of burglary</b> by 5% in 2017	Off Target
	c) Decreased <b>incidents of robbery</b> by 10% in 2017.	Off Target
	d) Decreased <b>incidents of assault</b> by 6% in 2017.	Off Target
	f) Increased recordings of incidents with a hate motive against 2016 baseline.	On Target
11	f) Increased reporting of sexual offences.	On Target
	g) Increased detection of sexual offences.	On Target
	h) Increased number of victims of Human Trafficking identified.	On Target
16	c) Improved <b>detections of burglary</b> compared to 2016.	Off Target
	d) Improved <b>detections of robbery</b> compared to 2016.	Off Target
	e) Improved <b>detections of assault</b> compared to 2016.	Off Target
17	a) Increased detections for sale and supply of drugs compared to 2016.	On Target
	b) Increased number of firearms seized compared to 2016.	On Target
Public Attitude Survey (Reported each quarter)		
9	a) Improve public opinion on ability of An Garda Síochána to tackle crime from 57% to 60%.	Off Target
	e) Enhanced feelings of public safety as measured by the Public Attitude Survey.	On Target
13	a) Increased victim satisfaction from 57% in 2015 to 65% in 2017.	Off Target
PRIORITY 3: ROADS POLICING		
No.	Strategies / Projects	RAG Rating
24	Facilitation of the Road Safety Authority in the collection of data and conducting of research.	On Target
25	Participate in planned Multi-agency Checkpoints as per Roads Policing Plan 2017.	On Target
26	Phase 1 of the ANPR Strategy completed by Q3 2017.	Off Target
27	Reviewing all collision prone zones by Q4 of 2017. (Done on a quarterly basis.)	On Target
28	All recommendations and improvements within the remit of An Garda Síochána implemented.	On Target
29	Audit of the Garda Fixed Charge Processing system complete by Q4 2017.	On Target
30	Tailored education and training provided to all members of Roads Policing units.	On Target
31	10% more personnel allocated to RP Units in all regions by end Q4 2017 vs. end of Q4 2016.	At Risk
32	100% completion of planned exercises in each region.	At Risk
Metrics		
23	a) Increased road-user compliance, as measured by the Road Safety Authority.	On Target
	b) Increased Garda visibility, as measured by the Road Safety Authority.	Off Target
	c) Less than 136 fatalities on our roads in line with the Government's Road Safety Strategy.	Off Target
	d) Less than 380 serious injuries in line with Government's Road Safety Strategy.	Off Target

## Appendix B (ii)

PRIORITY 4: COMMUNITY ENGAGEMENT & PUBLIC SAFETY		
No.	Strategies / Projects	RAG Rating
33	New Community Policing Framework developed and implemented by Q4 of 2017.	Off Target
35	Phase 1 of PALF completed by Q4 of 2017.	On Target
38	a) Garda Diversity and Inclusion Strategy implemented by Q3 2017.	Off Target
	d) Increasing the scope of the Public Attitude Survey to include 16-18 year olds.	At Risk
39	PACE Pilot completed in 6 Divisions.	Off Target
40	Schools programme review completed by Q3 2017.	Off Target
42	Minimum of one Crime Prevention Day per quarter held in each division.	On Target
43	Analysts contribute to operational activity undertaken by all units.	At Risk
44	All Joint Policing Committee meetings attended by nominated Chief Supt.	On Target
45	6 Garda Stations re-opened by end Q4 2017.	Off Target
	<b>Metrics</b>	
36	Level of online engagement ahead of industry standards (figures reported quarterly).	Off Target
37	Level of online engagement ahead of industry standards (figures reported quarterly).	On Target
	<b>Public Attitude Survey (Reported each quarter)</b>	
34	a) Increased perception that An Garda Síochána is community focused to a level of 64% of higher.	At Risk
	b) Reduced fear of crime (baseline 2016).	On Target
	c) Increased Garda visibility as per the Public Attitude Survey (baseline 2016).	On Target
38	b) 72% or higher level of satisfaction with the service provided to local communities.	On Target
	c) Increased proportion of people who feel AGS treats all people equally, irrespective of background	On Target
41	80% or higher of respondents aware of Garda Crime Prevention campaigns.	On Target
PRIORITY 5: ORGANISATIONAL DEVELOPMENT & CAPACITY IMPROVEMENT		
No.	Strategies / Projects	RAG Rating
46	Cultural Audit to measure staff willingness to bring forward issues, including Protected Disclosures.	Off Target
47	Cultural Audit published by end of Q3 2017.	Off Target
48	a) Communications plan developed for Gardaí, Reserves & civilians re: ethical matters by end Q1.	Off Target
	b) Code of Ethics incorporated into training programmes in the Garda College by end of Q2 2017.	Off Target
49	New governance structure deployed nationwide by end of Q1 2017.	On Target
50	New approach to Risk Management fully implemented by end of Q1 2017.	On Target
51	Quarterly reports provided to relevant oversight bodies, including the Policing Authority, outlining progress with implementation of 3rd party report recommendations.	On Target
52	a) HR Strategy and Operating Model developed.	Off Target
	b) Attitudes toward HR Strategy and Operating Model assessed through the Cultural Audit.	Off Target
54	Up-to-date intelligence and technology used to obstruct online child exploitation.	At Risk
55	Scheduled reporting on MRP projects to relevant oversight agencies.	On Target
58	165 officers redeployed and replaced with civilian staff as part of 5-year redeployment plan.	Off Target
59	4 hybrid functional policing model pilots completed and evaluated.	Off Target
60	Data Quality Unit established and operating within GIS.	On Target
	<b>Metrics</b>	
53	a) 95% of all vetting applications processed on eVetting by Q4 of 2017.	On Target
	b) 80% of all eVetting applications completed within 5 working days of receipt.	At Risk
56	a) 200 Garda recruited and in training per quarter in 2017.	On Target
	b) 500 civilian support staff recruited by end of Q4 2017.	Off Target
57	300 Garda Reservists recruited and in training by end of Q4 2017.	Off Target
61	a) Increased proportion of incidents correctly classified on PULSE.	At Risk
	b) Increased proportion of detections correctly classified on PULSE.	Off Target

**Note:** Items in this summary reflect the "year-end targets" for the various Policing Plan 2017 initiatives. Where items appear with no rating, no progress has been reported.



## Appendix C

### Policing successes and summary of on-going work

Throughout the month of December 2017, there have been a number of examples of excellent police work demonstrated by members of An Garda Síochána attached to frontline policing duties. This was supported by specialist personnel attached to Special Crime Operations, Security & Intelligence, Roads Policing, and Community Engagement and Public Safety.

An Garda Síochána is committed to actively engaging with rural communities and in particular vulnerable members of those communities. On 30 November 2017, Gardaí in the Clare Division organised a 'Rural Isolation' meeting at the Community Hall in Kilfenora, Co. Clare, which was attended by approximately 150 people. A number of speakers were present at the meeting, including the Divisional Crime Prevention Sergeant who provided advice on crime prevention and security matters; the Divisional Public Service Vehicle Inspector, who provided advice on the licensing and legislative requirements in respect of agricultural machinery and equipment; a local Solicitor who provided advice in respect of the making of wills/inheritance; a representative of the Health Service Executive (HSE), who provided advice on elder abuse, access to, and qualification for nursing homes; representatives of local Credit Unions; and Nurses who took blood pressure and gave advice on health issues.

On 1 December 2017, uniformed Gardaí in the DMR West Division stopped a truck travelling inbound on the N4 at Lucan, Co. Dublin. Following a search of the truck, Cannabis Herb with an estimated street value in excess of €4 million was discovered. One suspect was arrested and is currently before the Courts charged with drug related offences.

On 4 December 2017, at approximately 04:30 hrs, uniformed Gardaí from Drogheda Garda Station responded to a call in relation to a fire at an Industrial Unit. As a result of the actions of Fire Brigade and Garda personnel, a concealed location was discovered on the premises, a search of which revealed controlled drugs with an estimated value in excess of €3 million, as well as two high powered vehicles and a number of boats, including a speed boat. Three males were arrested at the scene and subsequently released from Garda custody. An investigation file is being prepared for the Office of the Director of Public Prosecutions.

An Garda Síochána is committed to building trusting relationships with local communities, in particular minority and diverse groups. As a result of ongoing liaison with the charitable organisation Little People of Ireland, a Sergeant from the Garda Racial Intercultural and Diversity Office (GRIDO), made a presentation at their Annual Conference, with the Director of Little People of Ireland also making a presentation in December at the Garda College to 214 Probationer Gardaí.

On 12 December 2017, as part of a mediation course at the Edward M. Kennedy Institute for Conflict Intervention in Maynooth, a Sergeant from GRIDO, delivered a training day for members of the Traveller Community. This training is delivered as part of an ongoing process to provide an alternative to feuding and violent conflict. The training focuses on the application of professional policing methods to be adopted, in conjunction with trained Traveller mediators which effectively combine to report around and accommodate Traveller culture and customary norms. Since 2016, strategic outcomes, as a result of the initiative have brought about negotiated settlements in some disputes amongst Traveller families through the use of trained Traveller mediators working in conjunction with local community Gardaí to bring conflict to an end. The joint Garda/Traveller mediation initiative has brought about positive resolutions to such an extent that obviate the necessity for Gardaí having to take affirmative action when feuding turns to violence.

On 20 December 2017, Gardaí from the Garda National Drugs and Organised Crime Bureau (GNDOCB) conducted an operation in Dublin City resulting in the seizure of Cocaine, Heroin, Cannabis, Ecstasy and Ketamine with a total value of approximately €3.2 million. Two suspects were arrested and are currently before the Courts charged with drug related offences.

On 21 December 2017, two individuals were arrested and charged with offences under Section 2 (1) of the Criminal Justice (Female Genital Mutilation) Act, 2012 and Section 246 (1) and (2) of the Children Act, 2001, following a protracted criminal investigation conducted by Gardaí attached to Sundrive Road Garda Station, supported by the Garda National Protective Services Bureau (GNPSB). This is the first case of non-historical Female Genital Mutilation in this jurisdiction, and the first time that charges have been preferred under the Female Genital Mutilation Act, 2012.

On 22 December 2017, a number of Gardaí responded to a panic alarm activation at a Service Station in Walkinstown, Dublin 12, and whilst on route to the scene, it was reported that there was a robbery in progress. On arrival, one male suspect was observed standing at the till behind the counter with an iron bar in his hand and a female employee behind the counter appeared to be in fear. Two Gardaí entered the shop and arrested the suspect, who resisted arrest. The suspect is currently charged and is before the Courts, having been remanded in custody.

Throughout the month of December 2017, a number of other Community Policing Units in Divisions across the country held their annual Christmas parties for elderly members of their communities, which are examples of high profile community events organised by An Garda Síochána, and which have a positive impact on both rural and urban communities.

On 7 December 2017, Community Gardaí at Clonmel Garda Station held their annual Christmas Concert for the elderly and vulnerable, which was attended by the Band of An Garda Síochána. The concert was in aid of C.A.R.E Clonmel and Scoil Chormaic, Cashel and was hugely successful with approximately 500 people in attendance.

In the lead up to the Christmas period, a member of the Community Policing Unit at Ennistymon Garda Station arranged for 23 hampers to be sponsored by local businesses with Transition Year students from local schools filling the hampers. The hampers included fuel, clothing and food and were distributed to selected homes in North and West Clare.

***Note: All Statistics provided are provisional, operational and subject to change.***

Appendix D

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.												
	2017												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2017
Assistant Commissioner		1		1		1							3
Chief Superintendent	1	1				1			2			1	6
Superintendent			1			1		2	4	1		2	11
<b>Total</b>	1	2	1	1	0	3	0	2	6	1	0	3	20

Appendix E

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks  
Data as at the end of December 2017

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	8	9									0	9	-1
Chief Superintendent	45	43	1					1			0	43	2
Superintendent	166	166	2				2			1	-1	165	1
<b>Total</b>	<b>219</b>	218	3	0	0	0	2	1	0	1	-1	217	2

Appendix F

Schedule of Expected Vacancies													
Rank	Forecast of Total Number of Vacancies based on compulsory retirements and other known leavers including voluntary retirements, resignations, career breaks, consequential vacancies, etc.												
	2018												
	January	February	March	April	May	June	July	August	September	October	November	December	Total to end 2017
Assistant Commissioner		1											1
Chief Superintendent			1					1			1		3
Superintendent	1		2		3		1		2	1	1	1	12
<b>Total</b>	1	1	3	0	3	0	1	1	2	1	2	1	16