



2018

# An Garda Síochána

*Annual Policing Plan*

Strategic Planning Unit

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## I) Foreword

This annual policing plan is the third and final plan developed in support of An Garda Síochána's Strategy Statement July 2016 – 2018. It contains concrete measurable initiatives which, when achieved, will support An Garda Síochána in renewing its culture; growing and developing its workforce; and harnessing technology to the benefit of Ireland's citizens and all who visit our shores. The plan will also see An Garda Síochána progress a number of recommendations from Garda Inspectorate Report 11 – Changing Policing in Ireland.



Our community policing ethos is immensely important to us. The last number of years have been challenging for An Garda Síochána, however, addressing those challenges will improve and strengthen the organisation and ultimately, will result in better service delivery to all of the communities we serve.

Reforms prioritised for 2018 include the composition and structure of the Garda workforce, resource deployment, supervision, data quality (to include road traffic enforcement data), cultural renewal and victim services. Further details on these areas are contained in the following chapters.

We are working on multiple complex projects across a wide range of service areas. We face challenges in a number of these areas and it will take considerable time to progress many of the structural and cultural reforms needed. The projects which will have the most significant positive impact for the organisation and the communities we serve will be prioritised. The modernisation of our Human Resources and Information Technology systems will be central to our success.

These significant challenges will have to be managed within a fixed financial structure and every effort will be made to utilise all resources available to us in the most efficient and effective manner. In 2018 An Garda Síochána will operate within its allocated budget of €1,542,522,000 and available resources which are estimated to reach 13834 Gardaí, 2992 civilian personnel and 1390 Garda Reserves by year end 2018.

Acutely aware of the complex political negotiations and possible policing implications arising from "Brexit", An Garda Síochána is continuously scanning the political, policing and security environment to ensure preparedness for possible outcomes. A high level team composed of managers from across the organisation has been established and will support the Government, as appropriate, as this situation evolves.

The results of the recent Public Attitudes Survey show that, during 2017, the number of people who say they have been victims of crime has fallen, victims are saying they are happier with the service we provide to them, the fear of crime is decreasing and satisfaction levels with our overall service are improving. The level of public trust in An Garda Síochána remains high by European standards. This is due to the commitment and dedication of our people, a commitment to public service, a commitment to preventing crime from happening in the first place, and, when it does, supporting the victims of crime and investigating it professionally. The Public Attitude Survey is an increasingly important benchmark against which we measure our success. In 2017 we included a statistically significant group of young people (16-18 years old) for the first time. This will help establish a baseline for measuring our relationship and interaction with young people in our communities.

In 2018, we will re-double our efforts to deliver a policing and security service that the people of Ireland are proud of. We will do this in conjunction with our key external partners in the Policing Authority, Garda Inspectorate and Garda Síochána Ombudsman Commission. I am confident that we will deliver an excellent and continuously improving policing and security service for the people we serve.

*Dónall Ó Cualáin Commissioner*

## II) Our Mission Framework

<b>Our Vision</b>	To be a beacon of 21 <sup>st</sup> Century policing and security	
<b>Our Mission</b>	To deliver professional policing and security services with the trust, confidence and support of the people we serve	
<b>Our Values</b>	<b>Service</b>	Delivering pro-active, responsive and impartial policing and security services
	<b>Honesty</b>	Being honest, ethical and adhering to the principles of fairness and justice
	<b>Accountability</b>	Accepting individual responsibility and ensuring public accountability
	<b>Respect</b>	Having respect for all people, their human rights and their needs
	<b>Professionalism</b>	Providing a professional policing service and security to all communities
	<b>Empathy</b>	Demonstrating empathy through the human qualities of compassion, understanding and tolerance

### III) Garda Code of Ethics Commitments

The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

<b><i>Duty to Uphold the Law</i></b>	I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.
<b><i>Honesty and Integrity</i></b>	<p>I will be honest and will act with integrity.</p> <p>I will always seek the truth by establishing and reporting facts in an honest and objective way.</p> <p>I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.</p> <p>I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.</p> <p>I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána.</p> <p>This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.</p>
<b><i>Respect and Equality</i></b>	<p>I will recognise and respect the dignity and equal human rights of all people.</p> <p>I will treat people with courtesy and respect.</p> <p>I will treat everyone with fairness at all times, and not discriminate wrongfully.</p> <p>I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.</p> <p>I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in, when in contact with the Garda Síochána.</p> <p>I will show appropriate understanding and empathy to people I come into contact with.</p> <p>I will make appropriate accommodation for an individual's particular needs where possible. Where possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.</p>
<b><i>Authority and Responsibility</i></b>	<p>I will act with self-control, even when provoked or in volatile situations.</p> <p>I will take responsibility for my actions and omissions, and I will be accountable for them.</p> <p>I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.</p> <p>I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.</p> <p>I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.</p> <p>I understand that any decision not to follow an instruction needs to be fully justified.</p> <p>I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.</p> <p>I will report to a supervisor if I am unfit for work for any reason.</p>

<p><b>Authority and Responsibility contd.....</b></p>	<p>I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.</p> <p>I will endeavour to ensure the proper, effective and efficient use of public money and resources.</p> <p>I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.</p> <p><b>Examples of wrongful reasons for discrimination</b></p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Family status</li> <li>• Gender</li> <li>• Marital status</li> <li>• Membership of the Traveller Community</li> <li>• Religion</li> <li>• Race</li> <li>• Colour</li> <li>• Nationality</li> <li>• Ethnic or National origins</li> <li>• Sexual orientation</li> <li>• Gender non-conformity</li> <li>• Political opinion</li> <li>• Residence status</li> </ul>
<p><b>Police Powers</b></p>	<p>I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.</p> <p>When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.</p> <p>Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.</p> <p>When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.</p>
<p><b>Information and Privacy</b></p>	<p>I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.</p> <p>I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.</p> <p>I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.</p> <p>I will not improperly convey Garda information to the media or any third party.</p>

<p><b>Transparency and Communication</b></p>	<p>I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.</p> <p>I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation – examples of this include updating victims and witnesses about investigations.</p> <p>I will fulfil any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.</p> <p>I will make sure those victims of crime are made aware of their rights as soon as possible.</p> <p>I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.</p> <p>I will keep accurate, complete records, especially of all interviews and complaints.</p> <p>I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.</p>
<p><b>Speaking Up and Reporting Wrongdoing</b></p>	<p>I will never ignore a colleague’s unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person’s identity, role, rank or grade.</p> <p>I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.</p> <p>I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.</p> <p><b>Additional commitments of managers</b></p> <p>I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.</p> <p>I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken</p> <p>I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing</p>
<p><b>Leadership</b></p>	<p>I will contribute to a positive and healthy working environment.</p> <p>I will maintain and promote professional standards and the standards of this Code.</p> <p>I will aim to behave in a manner which brings credit on the Garda Síochána and myself and so promote public confidence in policing.</p> <p>I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.</p> <p><b>Additional commitments of managers</b></p> <p>I will strive to make sure that people I work with carry out their duties in a way that follows this Code.</p> <p>I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.</p> <p>I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.</p>

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

## IV) Policing Plan Governance

Responsibility for both actioning and reporting upon the progress of each Policing Plan initiative has been assigned to an Assistant Commissioner or Executive Director. These senior managers will report to the Commissioner on the progress of each initiative on a monthly basis. The reporting process will highlight where we are achieving, where we face challenges and what corrective action we are undertaking where required. These senior managers will monitor national performance against targets and, where appropriate, they will communicate with local managers to ensure successful implementation of the initiatives concerned.

Progress made in respect of each initiative will be reported upon to the Policing Authority on a monthly basis.

Each Regional Assistant Commissioner and their management team have a responsibility to ensure that appropriate action takes place to support the national policing plan goals and will ensure that policing plan goals relevant to their areas are included in their respective District, Divisional and Regional policing plans.

The actions outlined in this document represent the priorities which An Garda Síochána intends to progress in 2018. They also reflect the priorities set by the Minister of Justice and Equality and the Policing Authority, with whom we have worked closely in developing this plan. The plan is anchored in a wide stakeholder consultation process and An Garda Síochána is keen to receive any feedback internal stakeholders or the public have on the plan and its implementation.

Feedback can be provided at any time to the Garda Strategic Planning Unit at [policingplan@garda.ie](mailto:policingplan@garda.ie) or by writing to: An Garda Síochána, Strategic Planning, Block B, Ashtown Gate, Navan Road, Dublin 15, D15 NP9Y.

## 1) Organisational Development and Capacity Improvement

In furthering our efforts toward renewing the culture of An Garda Síochána and progressing An Garda Síochána's Modernisation and Renewal Programme (2016 – 2021), the following areas will be prioritised in 2018:

- **Composition and Structure of the Garda Workforce**
- **Garda Resource Deployment**
- **Supervision**
- **Improved Data Quality**
- **Cultural Renewal**
- **Enhanced Governance**

**Public Attitudes Survey – 5% Increase in respondents who think that An Garda Síochána is well-managed (Baseline 2017)**

<b>Initiative</b> <i>Strategy Statement</i> <i>2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
<b>Composition and Structure of Garda workforce</b>			
Continue to implement the Government's 5 Year Reform and High Level Workforce Plan for An Garda Síochána	<b>Executive Director Human Resources and People Development</b>	<p>Developing and implementing a human resources strategy</p> <p>Recruiting new personnel in line with the Government's Workforce Plan*</p> <p>Redesigning how we provide our HR services</p>	<p>HR Strategy (end Q2) and HR Operating Model (end Q3) completed</p> <p>Recruitment of:</p> <ul style="list-style-type: none"> <li>• 200 Gardaí per quarter</li> <li>• 500 civilian staff</li> <li>• 500 Garda Reserves</li> </ul> <p>Re-assignment of 3 Garda members to policing duties upon allocation of every 4 civilian personnel.</p>
	<b>Assistant Commissioner Roads Policing and Major Event Management (L)</b>  <b>Each Regional Assistant Commissioner</b>	Implementing a Divisional Policing Model on a phased basis (multi-year project)	Phased implementation of the Divisional Policing Model in 4 Garda divisions (end Q2)
Civilian and Garda Reserve recruitment figures represent net increases, accounting for a shortfall in 2017 recruitment and natural wastage*			
<b>Garda Resource Deployment</b>			
Through the Modernisation and Renewal Programme, transform our approach to calls for service, investigating and managing crime professionally, using well trained people and up to date	<b>Executive Director Strategy and Transformation (L)</b>	Developing our capacity to effectively manage our resources	Completion of a Roster and Duty Management pilot by end Q3 (multi-year project)
	<b>Each Regional Assistant Commissioner</b>	Reducing abstraction of Gardaí from operational duties through increased court efficiencies	Court Presenters appointed and trained in all Garda divisions by end Q3

intelligence and technology		Expanding our use of the Computer Aided Dispatch (CAD) system	Deployment of Computer Aided Dispatch (CAD) nationally (end Q4)
<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
<b>Supervision</b>			
Improve our initial response to reported crime and our management of investigations from the moment a crime is reported to the time it is brought before the courts	<b>Assistant Commissioner Special Crime Operations</b>	Fully developing a comprehensive Investigation Management System	Completion of development of the Investigation Management System for phased deployment in 2019 (end Q4)
Fully implementing a performance appraisal process to include an assessment of the contribution of each Garda member to community engagement and public safety	<b>Executive Director Human Resources and People Development (L)</b>  <b>Each Regional Assistant Commissioner</b>	Introducing a team and individual-based performance management and development process for Garda members  Introducing the Performance Management and Development System (P.M.D.S.) for all civilian personnel	Completion of training and all sworn members completing their Annual Individual Review on the Performance Accountability and Learning Framework (P.A.L.F.) system (end Q4)  A team goal will be set for all units relating to Data Quality in 2018  Training for staff in Performance Management and Development System commenced October 2018
<b>Improved Data Quality</b>			
Assistant Commissioners Executive Support and Corporate Services & Roads Policing will retain responsibility for their respective Data Quality initiatives until the Chief Data Officer is appointed.			
Improve data quality within An Garda Síochána.	<b>Assistant Commissioner Executive Support and Corporate Services</b>	Enhancing governance and leadership on all data related activities  Establishing governance structures to ensure that we host and process data in compliance with the General Data Protection Regulation (G.D.P.R.)	Appointment of a Chief Data Officer who will lead and manage all data governance activities, improve data quality and manage the protection of sensitive data (end Q1)  Appointment of a Data Protection Officer (Q2) and the appointment of resources to the Data Protection Unit (Q2)

		prior to commencement in May 2018 (Multi-year project)	Development of a plan to conduct Data Protection Impact Assessments for all Garda databases (end Q3)
	<b>Assistant Commissioner Executive Support and Corporate Services (L)</b>	Ensuring that all incidents are correctly classified, including detection status	Centralisation of incident classification, including detection re-classification, at the Garda Information Services Centre (GISC) (end Q3)
	<b>Each Regional Assistant Commissioner</b>	Promptly creating PULSE incidents through GISC	GISC meeting service level targets of answering 80% of calls presented within 20 seconds (end Q4)
	<b>Assistant Commissioner Roads Policing &amp; Major Event Management (L)</b>	Enhancing the data quality on our PULSE system.	Introduction of a process to measure the timeliness of incident recording on PULSE (Q1). Monitoring of reduction in reporting - recording time gap commenced (Q2)
	<b>Each Assistant Commissioner</b>		Updating PULSE to support the recording of domestic violence as a Modus Operandi feature (end Q2)
			Updating PULSE to ensure incidents can only be marked detected when specific investigative outcomes exist (end Q2)
	<b>Executive Director Strategy and Transformation</b>	Establishing a nationwide electronic file storage and management system	Phased release of Enterprise Content Management nationwide with 30% of organisation trained by end Q4 (multi-year project)
<b>Cultural Renewal</b>			
Encourage employees to bring forward any ideas or concerns they may have to ensure that they are listened to and supported	<b>Executive Director Human Resources and People Development (L)</b>	Responding to challenges identified in the cultural audit	Identification of issues from the results of the cultural audit (end Q1) and develop and publish a strategy to address same (end Q2)
	<b>Each Regional Assistant Commissioner</b>		
Embed the Code of Ethics throughout the organisation	<b>Assistant Commissioner Dublin Metropolitan Region (L)</b>	Embedding the Code of Ethics in Garda culture, policies, processes and behaviour	Development of an Ethics Strategy (end Q1)
	<b>Each Regional Assistant Commissioner</b>	Providing training on ethical service provision	1 <sup>st</sup> phase of ethics training delivered to all personnel (end Q2)
			Gifts and Hospitality Policy Published (end Q1)

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
<b>Enhanced governance</b>			
Introduce an effective governance structure	<b>Executive Director Strategy and Transformation</b>	Developing a Strategic Planning Framework	Completion of a <u>revised</u> framework to support the development of strategy statements and associated policing plans (end Q3)
	<b>Assistant Commissioner Governance and Accountability</b>	Ensuring that policy ownership is clearly defined  Introducing a new framework to support the inspection and review process	A Policy Ownership Matrix approved (end Q2)  Introduction of an IT solution to promote compliance with the inspection and review process, commencing in 4 Divisions (end Q2)
	<b>Executive Director Finance and Services</b>	Enhancing our financial planning capacity	Work with tripartite group to develop the capacity to cost policing plan.
Further inculcate risk management into our organisation's culture, developing the maturity of our risk management approach	<b>Assistant Commissioner Governance and Accountability (L)</b>  <b>Each Regional Assistant Commissioner</b>	Continuing to implement the revised approach to Risk Management throughout the organisation	Ensuring that risk registers are in place in: <ul style="list-style-type: none"> <li>• 80% of divisions and regions (end Q2)</li> <li>• 100% of divisions and regions (end Q3)</li> </ul> Implementation of formalised mechanism for sharing of risk related data between Garda Risk Management Unit and Garda Internal Audit Section (End Q1)  Implementation of Governance Assurance Framework (end Q2)

## 2) National and International Security

### Projected Outcome(s)

By continually scanning the domestic and international security environment, An Garda Síochána will endeavor to ensure the following outcomes for all of the people we serve in 2018:

- **A safe and secure state in which to live, work, visit and invest**
- **An enhanced ability to respond to major emergencies**
- **Co-operation with our international security and law enforcement partners**
- **Improved cybercrime and cyber security capacity**

\*The Department of Justice & Equality will oversee Security Initiatives (marked \*). An Garda Síochána will report to the Policing Authority on the progress of all other initiatives.

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Protect the State and its people against terrorism by conducting intelligence-led operations against all facets of terrorism including the financing of terrorist activities	<b>Assistant Commissioner Security and Intelligence</b>	Targeting terrorist groups, their financing and support activities, through intelligence-led operations	Prevention of terrorist acts by disrupting and dismantling terrorist groups, financing and support networks and prosecuting those responsible*
	<b>Assistant Commissioner Special Crime Operations</b>	Enhancing our utilisation of GoAML (Go Anti-Money Laundering) software to target terrorist financing	Provision of timely financial intelligence to Assistant Commissioner Security and Intelligence for investigation purposes*
Ongoing planning, risk assessment and operational preparation for major emergencies in conjunction with Major Emergency Management partners	<b>Assistant Commissioner Security and Intelligence (L)</b>  <b>Each Regional Assistant Commissioner</b>	Ensuring preparedness for terrorist attacks or natural disasters in conjunction with other Principal Response Agencies (PRA's) and in accordance with the Framework for Major Emergency Management  Enhancing our capacity to manage our response to critical firearms incidents	Completion of planned training exercises in each of the 8 Major Emergency Management (MEM) Regions  Contributing to the Government Task Force on Emergency Planning in line with the 2018 work plan  Review existing policy and procedures for specialist firearms units (end Q1) and implement new processes to manage pre-planned operations involving the deployment of armed officers (end Q3)  Fully enabling the Critical & Firearms Incident Command (CFIC) in the Dublin Metropolitan Region (end Q2)

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Work collaboratively with our security partners and build on a successful record of co-operation with the Police Service of Northern Ireland and international security services	<b>Assistant Commissioner Security and Intelligence</b>	Continuing international partnerships and interactions with our security partners.	Full participation in bi-lateral, European and international security fora and providing support for European security initiatives*
	<b>Assistant Commissioner Security and Intelligence</b>	Participating in European Security Initiatives	Progression of the Schengen Information System (SIS II) initiative pre-2019 implementation (multi-year project)
	<b>Assistant Commissioner Special Crime Operations</b>		Commencement of information exchange in compliance with the Prüm Convention (End Q2) (multi-year project)  Providing Garda immigration officers with access to mobile immigration data on a phased basis (Q2 and Q4)  Support the commencement of the Department of Justice and Equality led capture (end Q2) and analysis (end Q3) of Advance Passenger Information and Passenger Name Record data
	<b>Deputy Commissioner Policing and Security</b>	Ensuring organisational preparedness for possible negotiated outcomes regarding Brexit	Ongoing scanning of the political, policing and security environment. Developing contingency plans for possible outcomes.
Develop our cyber crime and security strategy to enhance our ability to prevent and respond to cyber crime and security incidents	<b>Assistant Commissioner Special Crime Operations</b>	Enhancing the capacity and performance of the Garda Cyber Crime Bureau (GCCB) and commencing phased establishment of Regional Cyber Crime Forensic Examination Units	Establishment of a criminal intelligence function within the Garda Cyber Crime Bureau (end Q2)  Nomination of 2 regions for the establishment of Cyber Forensic Examination Units (end Q1). Establishment of 2 regional units (end Q4)  Reduction in the average time required to complete 90% of forensic computer examinations by 25% (end Q4)
	<b>Assistant Commissioner Security and Intelligence</b>	Consolidating our approach to cyber security	Establishment of a National Cyber Security Desk in conjunction with the Department of



### 3) Confronting Crime

#### Projected Outcome(s)

Policing Plan 2018 underlines An Garda Síochána’s commitment to preventing crime before it occurs, as well as supporting and vindicating the rights of victims when crime does occur. Our success in doing so will be visible through the following outcomes:

- **Public Attitudes Survey - Increased victim satisfaction from 57% to 65% in 2018**
- **Public Attitudes Survey – Increase from 61% to 75% of those who say that fear of crime does not impact on their quality of life in 2018**
- **Public Attitudes Survey - Public opinion regarding the ability of An Garda Síochána to tackle crime increased from 57% to 60% in 2018**
- **Following recent downward trends, levels of incidents of burglary and robbery are maintained in 2018**

(Public Attitudes Survey targets are measured against a 2016 baseline)

<b>Initiative</b> <i>Strategy Statement</i> <i>2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Implement the EU Victims Directive	<b>Assistant Commissioner Special Crime Operations (L)</b>  <b>Each Regional Assistant Commissioner</b>  <b>Assistant Commissioner Community Engagement and Public Safety</b>	Meeting our obligations to victims enshrined in the EU Victims Directive  Continuing to encourage all victims of crime and in particular, victims of hate crime to come forward and report such incidents	Implementation of the Criminal Justice (Victims of Crime) Act 2017 supported  Production of: <ul style="list-style-type: none"> <li>• a definition of hate crime (end Q2)</li> <li>• procedures to record hate crime (end Q2)</li> </ul> Completion of a nationwide campaign to encourage members of minority groups to come forward and report hate crime (end Q3)
Support victims of sexual crime and domestic violence; and implement national action plans in collaboration with partner agencies	<b>Assistant Commissioner Special Crime Operations (L)</b>  <b>Each Regional Assistant Commissioner</b>	Supporting implementation of the COSC Second National Strategy on Domestic, Sexual and Gender-based Violence 2016-2021 in collaboration with partner agencies	Review of Divisional Protective Services Units completed and roll-out plan developed (end Q1), roll-out plan for 2019 implemented and new protective service units operating (end Q4).  Development of a Risk Assessment tool for domestic abuse and sexual crime (end Q3)  Facilitating 2 Sex Offender Risk Assessment and Management (SORAM) workshops per quarter

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Support victims of sexual crime and domestic violence; and implement national action plans in collaboration with partner agencies	<b>Assistant Commissioner Special Crime Operations</b>  <b>Each Regional Assistant Commissioner</b>	Identifying good practice and lessons learned to improve our response to domestic violence	Review of domestic homicide cases through the Domestic Homicide Review Team  Increase reporting and maintain detection levels of sexual offences
	<b>Assistant Commissioner Special Crime Operations</b>	Implementing the revised Garda Domestic Abuse Intervention Policy	Assigning an Inspector with responsibility for domestic abuse interventions in every Division (end Q1)  Increased reporting of domestic abuse (establish baseline in 2018)
	<b>Garda Síochána Analysis Service</b>		Introduction of a mechanism to measure call-backs to victims of domestic abuse (end Q1). Assessment of call-back policy compliance levels commenced (end Q2)
	<b>Assistant Commissioner Special Crime Operations</b>	Supporting implementation of the National Action Plan to Prevent and Combat Trafficking in Human Beings in Ireland  Using up-to-date technology to safeguard children from online exploitation	'Trafficking in human beings' training delivered to 120 personnel  Increased number of victims of Human Trafficking identified  The number of suspects identified in relation to the possession or distribution of child pornography  Identification of an increased number of victims of sexual exploitation on the internet
Support victims of sexual crime and domestic violence; and implement national action plans in collaboration with partner agencies	<b>Assistant Commissioner Special Crime Operations</b>	Implementing the recently commenced provisions of the Children First Act 2015	Issue of a safeguarding statement to the organisation (end Q1)  Creation of automatic Children First notifications on PULSE (end Q1)  Commence process of integrating PULSE and Tusla

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Implement a comprehensive crime prevention strategy nationally	<b>Assistant Commissioner Community Engagement and Public Safety</b>	Commencing implementation of the National Crime Prevention and Reduction Strategy 'Putting Prevention First' (multi-year project)	NCCIS systems in Q3 (Multi year project)  Introduction of a suite of standard operating procedures for crime prevention officers (end Q2) and development of a Crime Prevention application for use on mobile devices (end Q4)
Implement a comprehensive crime prevention strategy nationally	<b>Assistant Commissioner Special Crime Operations (L)</b>  <b>Each Regional Assistant Commissioner</b>	Continuing to implement a multi-agency and intelligence-led approach to target assaults, burglaries and robberies  Refocusing Operation Thor toward the prevention of violent crime such as assault and robbery	Maintain rate of detections for assault ,burglary and robbery  Decreased incidents of assault (-5%)
Support measures to prevent and investigate non-violent, financially motivated crime	<b>Assistant Commissioner Special Crime Operations</b>	Targeting fraud, corruption and bribery	Establishment of a Regional Liaison Unit within the Garda National Economic Crime Bureau (end Q2)  Establishment of a National Fraud Prevention Office (end Q2)  Launch of a fraud prevention awareness campaign (end Q3)  Establishment of an Anti-Corruption and Bribery Unit (end Q2)  Establishment of a dedicated confidential telephone line to report corruption and bribery (end Q3)

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Target Organised Criminal Groups (OCGs) and individuals involved in criminality through intelligence-led operations	<b>Assistant Commissioner Special Crime Operations</b>	Utilising intelligence in targeting Organised Crime Groups	<p>An increased number of investigations into money laundering</p> <p>Provision to the Policing Authority of quarterly updates on progress made in targeting Organised Crime Groups</p> <p>Agreeing criteria and developing a matrix to measure the threat posed by Organised Crime Groups (end Q3)</p> <p>Increased number of detections for the sale and supply of controlled drugs; and for the seizure of firearms</p> <p>Increased number of European Arrest Warrants executed</p>
	<b>Assistant Commissioner Special Crime Operations</b>	Progressing our allocated areas of responsibility under the National Drug & Alcohol Strategy 2017 – 2025	Leading a multi-agency evaluation of the Drug-Related Intimidation Reporting Programme, to be concluded and published end Q4.
Target Organised Criminal Groups (OCGs) and individuals involved in criminality through intelligence-led operations	<b>Assistant Commissioner Special Crime Operations</b>	Further developing our utilisation of GoAML software to identify and investigate money laundering offences	Commencement of the utilisation of enhanced GoAML functionality (end Q3)

## 4) Roads Policing

### Projected Outcome(s)

The preservation of life is a key priority for An Garda Síochána. Keeping our roads safe helps to protect lives and reduce serious injuries. Our key performance indicators in this area will be:

- **Less than 132 deaths on our roads in 2018 as per National Road Safety Strategy 2013-2020**
- **Less than 363 serious injuries on our roads in 2018 as per National Road Safety Strategy 2013-2020**
- **Increased detections of key lifesaver offences by 10% (baseline 2017)**
- **Reduced opportunities for criminal use of our road network**

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Address data quality, policy and procedural challenges specific to Roads Policing	<b>Assistant Commissioner Roads Policing and Major Event Management</b>	Addressing findings of internal and external stakeholder reports into roads policing data quality and related practices and procedures	Development of an action plan to address Crowe Horwath recommendations. Implementation of plan commenced (end Q1)
Strengthening and developing the Traffic Corps to tackle all forms of criminality on our road network	<b>Assistant Commissioner Roads Policing and Major Event Management (L)</b>  <b>Each Regional Assistant Commissioner</b>	Developing and resourcing Roads Policing Units	Establishment of Divisional Roads Policing Units (end Q2)  Increased personnel strengths (including supervisors) by 10% across Roads Policing Units (baseline end 2016 + 10%)
Work in partnership with other agencies including the Road Safety Authority, Transport Infrastructure Ireland, and Road Safety Officers in local authorities to reduce road deaths and serious injuries	<b>Assistant Commissioner Roads Policing and Major Event Management (L)</b>  <b>Each Regional Assistant Commissioner</b>	Implementing a Roads Policing plan for 2018 in line with the National Road Safety Strategy 2013 - 2020  Nationwide participation in multi-agency checkpoints	Roads Policing Operations Plan 2018 implemented in conjunction with partner agencies  Number of multi-agency checkpoints increased by 5% (baseline 2017)

<b>Initiative</b> <i>Strategy Statement 2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Confronting dangerous road-user behaviour through public presence, legislative enforcement, education and partnership	<b>Assistant Commissioner Roads Policing and Major Event Management (L)</b>  <b>Each Regional Assistant Commissioner</b>	Effectively communicating road safety messages with road users via our social media and other media channels	Implementation of a joint-agency Road Safety National Media Strategy
Emphasise traffic enforcement that can reduce deaths and serious injuries on our road networks	<b>Assistant Commissioner Roads Policing and Major Event Management (L)</b>  <b>Each Regional Assistant Commissioner</b>	Increasing policing activity and enforcement designed to reduce collisions, injuries and deaths on our roads	Policing activity focussed on enforcement of key lifesaver offences including non-wearing of seatbelts, driving while holding mobile phones, speeding and intoxicated driving

## 5) Community Engagement and Public Safety

### Projected Outcome(s)

Community policing has been central to An Garda Síochána's policing approach since our foundation. The Policing Plan 2018 will support the evolution of that ethos and our community oriented philosophy. Community engagement and public safety will become the primary focus of policing in Ireland. This evolution will show in our commitment to preventing crime, making communities safer and engaging with all sections of society. Our success in doing this will be visible in the following outcomes:

- **Public Attitudes Survey - Reduce those who see crime as a very serious or serious problem locally from 24% to 20% in 2018**
- **Public Attitudes Survey - Increase Garda visibility from 35% to 40% in 2018**
- **Public Attitudes Survey - Public perception that An Garda Síochána is community focused is increased from 61% to 67% in 2018**
- **Public Attitudes Survey - Public satisfaction with the service provided to local communities is increased from 67% to 75% in 2018**
- **Public Attitudes Survey – The proportion of people who feel that AGS treats all people equally, irrespective of background increased. Baseline to be established in 2017**

(Public Attitudes Survey targets are measured against a 2016 baseline)

Initiative <i>Strategy Statement 2016-2018</i>	Responsibility	We Will Do This By	Success Will Be Measured By
Build a new community policing ethos where every Garda, civilian and reserve member regardless of their rank or grade, considers service to the community a core function	<b>Assistant Commissioner Community Engagement and Public Safety (L)</b>  <b>Each Regional Assistant Commissioner</b>	Implementing the first phase of a new integrated system of Community Policing (START - Segmentation, Targeting, Analysing, Responding, Tracking) (Multi-year project)  Developing a strategy to integrate the Garda Reserve into community policing structures	Completion of geographic segmentation of community policing areas (end Q2).  Commencement of the development of a personnel allocation plan (end Q4)  Production of a strategy document on Garda Reserve integration (end Q2)
Provide accurate, timely and engaging information to the public through a variety of media channels	<b>Director of Corporate Communications</b>	Utilising digital platforms to provide a wide range of easily accessible, citizen focussed information about An Garda Síochána and its operations	Launch of a new Garda website (end Q1)  Increased levels of engagement across social media channels (+1.5%) (2017 baseline)

<b>Initiative</b> <i>Strategy Statement</i> <i>2016-2018</i>	<b>Responsibility</b>	<b>We Will Do This By</b>	<b>Success Will Be Measured By</b>
Find new ways of engaging with communities to provide tailored crime prevention advice and guidance	<b>Assistant commissioner</b> <b>Community Engagement and Public Safety (L)</b>  <b>Each Regional Assistant Commissioner</b>	Providing crime prevention and personal safety advice through a variety of traditional and digital media channels	Development of crime prevention advice mechanisms aimed at hard to reach and vulnerable members of society (end Q3)
Build trusting relationships with local communities, in particular minority and diverse groups and increase opportunities for positive engagement with younger people	<b>Executive Director</b> <b>Human Resources and People Development</b>	Developing a positive action plan to attract and recruit applicants from minority and diverse groups	Development of an Action Plan (end Q1)  Commencement of the phased implementation of the Action Plan (end Q2)  Review commenced to identify barriers / disincentives to entry Increased applications from diverse/minority groups for Garda trainee and Garda Reserve competitions. (Multi-year project)
Work collaboratively with minority groups to enhance existing relationships	<b>Assistant Commissioner</b> <b>Community Engagement and Public Safety (L)</b>  <b>Each Regional Assistant Commissioner</b>	Further developing partnerships with minority and diverse groups; and developing and implementing a suite of actions to promote engagement with them	Production of a Garda Diversity and Inclusion Strategy (end Q2)  Provision of Diversity training to appointed Garda Diversity Officers, Senior Investigating Officers and Specialist Interviewers (end Q2)
Design and implement a revised approach to offender management, including youth and recidivist offenders through inter-agency partnerships	<b>Assistant Commissioner</b> <b>Community Engagement and Public Safety (L)</b>  <b>Each Regional Assistant Commissioner</b>	Further developing our multi-agency approach to offender management  Improving our approach to offender case management (multi-year project)	Recommendations of the Department of Justice & Equality review of the Joint-Agency Approach to Crime (J-ARC) initiative implemented  Further implementation of the Strategic Approach to Offender Recidivism (SAOR)
	<b>Assistant Commissioner</b> <b>Community Engagement and Public Safety (L)</b>  <b>Each Regional Assistant Commissioner</b>	Participating in the implementation of the Youth Justice Action Plan 2014-2018: Tackling Youth Crime, in conjunction with our criminal justice partner agencies	Specification of actions required and development of an implementation plan, arising from the Garda Professional Standards Unit report on the juvenile diversion programme (end Q1)

Initiative <i>Strategy Statement 2016-2018</i>	Responsibility	We Will Do This By	Success Will Be Measured By
			Implementation of plan commenced (Q2)
Ongoing planning, risk assessment and operational preparation for major emergencies in conjunction with Major Emergency Management partners	<b>Assistant Commissioner Roads Policing and Major Event Management</b>	Ensuring public safety through the effective management of major events	Completion of a review of major event management (end Q3)

<b>Policing Authority Policing Priorities 2018</b>	
<b>Confronting Crime</b>	<b>Organised Crime</b> <ul style="list-style-type: none"> <li>• Drugs</li> <li>• Human Trafficking</li> <li>• Cross Border Crime</li> <li>• Brexit Preparedness</li> </ul>
	<b>Crimes against the Person and Property</b> <ul style="list-style-type: none"> <li>• Sexual Offences</li> <li>• Illegal Weapons</li> <li>• Robberies</li> <li>• Assaults</li> <li>• Domestic Violence</li> <li>• Burglary</li> </ul> <b>Cybercrime</b> <b>White Collar Crime/Fraud</b>
<b>Community Policing and Public Safety</b>	<b>Victims</b> <ul style="list-style-type: none"> <li>• Victim satisfaction</li> <li>• Vulnerable victims</li> <li>• Hate Crime</li> </ul> <b>Major incident Planning</b> <b>Community Policing and Anti-Social Behaviour</b> <b>Crime Prevention</b> <b>Garda Visibility</b>
<b>Roads Policing</b>	<b>Safeguarding Road Users</b> <b>Denying Criminals the use of Roads</b>
<b>Organisational Development and Capacity Improvement</b>	<b>Implementation of the Code of Ethics</b> <b>Organisation Development</b> <ul style="list-style-type: none"> <li>• Modernisation and Renewal Programme</li> <li>• Civilianisation</li> <li>• Supervision</li> <li>• Culture Audit</li> <li>• Third Party Reports</li> </ul> <b>Data Quality, Governance and Stewardship</b> <b>Quality of Crime Investigation</b>
<b>Security Priority of the Minister for Justice and Equality 2018</b>	
To safeguard the security of the State by protecting the State and its people from terrorism and any other security threats to the State	

## Glossary

**An Garda Síochána’s Domestic Abuse Intervention Policy:** Describes efforts that will be taken by An Garda Síochána in the provision of information, support and protection to victims of domestic abuse. For more information, see

<http://www.garda.ie/Documents/User/Domestic%20Abuse%20Intervention%20Policy%202017.pdf>

**An Garda Síochána’s National Crime Prevention and Reduction Strategy - “Putting Prevention First”:** A framework for developing individual strategies to tackle specific crime problems affecting the community. For more information, see <http://www.garda.ie/Controller.aspx?Page=20247>

**COSC Second National Strategy on Domestic, Sexual and Gender-based Violence 2016-2021:** This strategy aims to change societal attitudes to support a reduction in domestic and sexual violence; improve supports available to victims and survivors and; hold perpetrators to account in order to create a safer Ireland. For more information, see

<http://www.cosc.ie/en/COSC/Second%20National%20Strategy.pdf/Files/Second%20National%20Strategy.pdf>

**Criminal Justice (Victims of Crime) Act 2017:** Transposes into Irish law the EU Victims Directive described immediately below.

**EU Victims Directive (2012/29/EU):** Establishes minimum standards on the rights, support and protection of victims of crime, ensuring that persons who have fallen victim of crime are recognised, treated with respect and receive proper protection, support and access to justice. For more information, see

[www.ec.europa.eu/justice/criminal/victims/index\\_en.htm](http://www.ec.europa.eu/justice/criminal/victims/index_en.htm)

**Framework for Emergency Management in Ireland:** This framework sets out common arrangements and structures for front line public sector emergency management in Ireland. For more information, see

[www.mem.ie](http://www.mem.ie)

**General Data Protection Regulation (G.D.P.R.):** This European Union regulation replaces the Data Protection Directive 95/46/EC. Its aim is to harmonise data privacy laws across Europe, protecting EU citizen’s data privacy and reshaping the approach of organisations across the region to data privacy. For more information, see [www.eugdpr.org](http://www.eugdpr.org)

**National Road Safety Strategy 2013-2020:** Sets the task of making Ireland’s roads as safe as the best performing countries in the European Union and beyond. For more information, see

[http://www.rsa.ie/Documents/About%20Us/RSA\\_STRATEGY\\_2013-2020%20.pdf](http://www.rsa.ie/Documents/About%20Us/RSA_STRATEGY_2013-2020%20.pdf)

**Second National Action Plan to Prevent and Combat Human Trafficking in Ireland:** Builds on the Irish State’s efforts to date in this area as well as supporting our commitments under international agreements. For more information, see

[http://www.justice.ie/en/JELR/2nd\\_National\\_Action\\_Plan\\_to\\_Prevent\\_and\\_Combat\\_Human\\_Trafficking\\_in\\_Ireland.pdf/Files/2nd\\_National\\_Action\\_Plan\\_to\\_Prevent\\_and\\_Combat\\_Human\\_Trafficking\\_in\\_Ireland.pdf](http://www.justice.ie/en/JELR/2nd_National_Action_Plan_to_Prevent_and_Combat_Human_Trafficking_in_Ireland.pdf/Files/2nd_National_Action_Plan_to_Prevent_and_Combat_Human_Trafficking_in_Ireland.pdf)

**Youth Justice Action Plan 2014-2018 - Tackling Youth Crime:** Focuses on young people who require targeted, strategic attention because their behaviour has led to their involvement in the youth justice system. For more information, see

<http://www.justice.ie/en/JELR/Tackling%20Youth%20Crime%20-%20Youth%20Justice%20Action%20Plan.pdf/Files/Tackling%20Youth%20Crime%20-%20Youth%20Justice%20Action%20Plan.pdf>

## GARDA SÍOCHÁNA

I. Estimate of the amount required in the year ending 31 December 2018, for the salaries and expenses of the Garda Síochána, including pensions, etc.; for the payment of certain witnesses' expenses, and for payment of certain grants.

(a) by way of current year provision

**One thousand, five hundred and forty-two million, five hundred and twenty-two thousand euro  
(€1,542,522,000)**

(b) by way of the application for capital supply services of unspent appropriations, the surrender of which may be deferred under Section 91 of the Finance Act 2004.

**Eight million, nine hundred and seven thousand euro  
(€8,907,000)**

II. Programmes under which the Subheads for this Vote will be accounted for by An Garda Síochána.

PROGRAMME EXPENDITURE	2017 Estimate *			2018 Estimate			Change 2018 over 2017
	Current	Capital	Total	Current	Capital	Total	
	€000	€000	€000	€000	€000	€000	%
A - WORKING WITH COMMUNITIES TO PROTECT AND SERVE ....	1,580,978	89,070	1,670,048	1,588,769	61,440	1,650,209	-1%
Gross Total :-	1,580,978	89,070	1,670,048	1,588,769	61,440	1,650,209	-1%
Deduct :-							
B - APPROPRIATIONS-IN-AID ....	119,902	-	119,902	107,687	-	107,687	-10%
Net Total :-	1,461,076	89,070	1,550,146	1,481,082	61,440	1,542,522	-0%

Net Decrease (€000) -7,624

Exchequer pay included in above net total ....

1,020,823

1,034,409

1%

Associated Public Service employees ....

16,476

17,400

6%

Exchequer pensions included in above net total ....

296,086

308,207

4%

Associated Public Service pensioners ....

10,749

10,849

1%

ADMINISTRATION	2017 Estimate			2018 Estimate**			Change 2018 over 2017
	Current	Capital	Total	Current	Capital	Total	
	€000	€000	€000	€000	€000	€000	%
(i) SALARIES, WAGES AND ALLOWANCES ....	1,075,119	-	1,075,119	1,056,678	-	1,056,678	-2%
(ii) TRAVEL AND SUBSISTENCE ....	19,699	-	19,699	15,100	-	15,100	-23%
(iii) TRAINING AND DEVELOPMENT AND INCIDENTAL EXPENSES ....	21,670	-	21,670	11,636	-	11,636	-46%
(iv) POSTAL AND TELECOMMUNICATIONS SERVICES ....	34,550	-	34,550	39,447	-	39,447	14%
(v) OFFICE EQUIPMENT AND EXTERNAL IT SERVICES ....	2,460	40,325	42,785	3,254	38,154	41,408	-3%
(vi) MAINTENANCE OF GARDA PREMISES ....	4,200	-	4,200	642	-	642	-85%
(vii) CONSULTANCY SERVICES AND VALUE FOR MONEY AND POLICY REVIEWS ....	261	-	261	261	-	261	-
(viii) STATION SERVICES ....	21,500	-	21,500	17,801	-	17,801	-17%
(ix) GARDA RESERVE ....	300	-	300	1,395	-	1,395	365%
Gross Total :-	1,179,759	40,325	1,220,084	1,146,214	38,154	1,184,368	-3%

Subheads under which it is intended to apply the amount of €8,907 million in unspent 2017 appropriation to capital supply services.

A.12 - CAPITAL BUILDING PROGRAMME ....	2017 Estimate	2018 Estimate	Change 2018 over 2017
	€000	€000	
	9,344	8,907	-5%

\* The 2017 Estimate includes a Supplementary Estimate of €44,200,000

\*\* A proportion of the 2018 Estimate for items (i) to (ix) is now reflected in a new subhead for the Garda College, which combined with the Supplementary Estimate accounts for the reduction in some items compared with 2017.

The new subhead is reflected under Part III, Programme Expenditure in the Revised Estimates volume.

**III. Details of Programmes - Objectives, Outputs and Financial & Human Resources**  
**PROGRAMME EXPENDITURE**

**A - WORKING WITH COMMUNITIES TO PROTECT AND SERVE**

High Level Goal: Working with Communities to Protect and Serve

**Financial & Human Resource Inputs**

Numbers	
2017	2018
16,476	17,400

A.1 - ADMINISTRATION - PAY ....		
A.2 - ADMINISTRATION - NON-PAY ....		
A.3 - CLOTHING AND ACCESSORIES ....		
A.4 - ST. PAUL'S GARDA MEDICAL AID SOCIETY ....		
A.5 - TRANSPORT ....		
A.6 - COMMUNICATIONS AND OTHER EQUIPMENT ....		
A.7 - AIRCRAFT ....		
<b>10,749</b>	<b>10,849</b>	
A.8 - SUPERANNUATION, ETC. ....		
A.9 - WITNESSES' EXPENSES ....		
A.10 - COMPENSATION ....		
A.11 - WITNESS SECURITY PROGRAMME ....		
A.12 - CAPITAL BUILDING PROGRAMME ....		
A.13 - GARDA COLLEGE ....		
<b>27,225</b>	<b>28,249</b>	<b>Programme Total:-</b>

2017 Estimate			2018 Estimate		
Current	Capital	Total	Current	Capital	Total
€000	€000	€000	€000	€000	€000
1,075,119	-	<b>1,075,119</b>	1,056,678	-	<b>1,056,678</b>
104,640	40,325	<b>144,965</b>	89,536	38,154	<b>127,690</b>
3,300	-	<b>3,300</b>	6,263	-	<b>6,263</b>
124	-	<b>124</b>	124	-	<b>124</b>
19,050	5,350	<b>24,400</b>	19,054	4,700	<b>23,754</b>
27,750	1,900	<b>29,650</b>	24,960	1,900	<b>26,860</b>
1,700	-	<b>1,700</b>	1,050	-	<b>1,050</b>
<b>329,892</b>	-	<b>329,892</b>	341,013	-	<b>341,013</b>
2,005	-	<b>2,005</b>	1,805	-	<b>1,805</b>
16,400	-	<b>16,400</b>	16,620	-	<b>16,620</b>
998	-	<b>998</b>	1,198	-	<b>1,198</b>
-	41,495	<b>41,495</b>	-	16,685	<b>16,685</b>
-	-	-	30,468	1	<b>30,469</b>
<b>1,580,978</b>	<b>89,070</b>	<b>1,670,048</b>	<b>1,588,769</b>	<b>61,440</b>	<b>1,650,209</b>

**Key Outputs and Public Service Activities**

*Key High Level Metrics*

National and International Security	Establishment of Regional Cyber Forensic Examination Units
	Reduction in the average time required to complete 90% of forensic computer examinations
Confronting Crime	Completion of planned training exercises in each of the Major Emergency Management (MEM) Regions
	Improving public opinion regarding the ability of An Garda Síochána to tackle crime <sup>1</sup>
	No. of Protective Service Units established in Garda Divisions to support victims of sexual crime and domestic violence
	No. of Personnel trained to prevent and combat Trafficking in human beings
	Increase victim of crime satisfaction rates with the service provided
	Decrease incidents of assault
Roads Policing	Minimum number of hours of enforcement by Go Safe cameras completed per month
	Increase detections of key lifesaver offences
	Number of multi-agency checkpoints increased
Community Engagement & Public Safety	Increasing public perception that An Garda Síochána is community focused
	Increasing levels of satisfaction with the service provided to local communities
	Public Attitudes Survey - Increase Garda visibility
	Reduce those who see crime as a very serious or serious problem locally
	Increased levels of engagement across social media channels
Organisational Development & Capacity Improvement	Public Attitudes Survey – 5% Increase in respondents who think that An Garda Síochána is well-managed
	The selection and recruitment of Gardai and commencement of training
	The selection and recruitment of civilian support staff and commencement of training
	The selection and recruitment of Garda Reservists and commencement of training
	Number of new Vehicles allocated to the Garda Fleet
	Percentage of answered GISC calls presented within 20 seconds
MRP Project Completion Targets	Court Presenters appointed and trained in all Garda divisions
	No. of Garda Stations where implementation of the Divisional Policing Model has taken place
	Percentage of organisation trained on Enterprise Content Management system

2016 Output Outturn (2016 Output Target)	2017 Output Target	2018 Output Target
N/A	N/A	2
N/A	To be provided as a Baseline	-25%
N/A	N/A	8
57% (N/A) <sup>2</sup>	60%	60%
N/A	3	4
N/A	N/A	120
57% (N/A)	65%	65%
N/A	To be provided as a Baseline	-5%
7,375 (7,375)	7,400	7,400
N/A	To be provided as a Baseline	+10%
N/A	To be provided as a Baseline	+5%
61% (N/A)	64%	67%
67% (N/A)	72%	75%
35% (N/A)	N/A	40%
24% (N/A)	N/A	20%
N/A	To be provided as a Baseline	+1.5%
N/A	To be provided as a Baseline	+5%
651 (650) <sup>3</sup>	800	800
N/A	500	500
N/A	300	300
597 (500) <sup>4</sup>	350	265
N/A	N/A	80%
N/A	N/A	100%
N/A	N/A	4
N/A	N/A	30%

1. Source: Garda Public Attitudes Survey

2. Targets commenced in the 2017 Policing Plan for measures under the Public Attitude Survey

3. The target number of new recruits commencing at the Garda College in 2016 (original output target of 600 reported in the 2016 REV)

4. Increased capital funding available for fleet purchases (original output target of 400 reported in the 2016 REV)

5. All of the above is subject to final agreement with the Policing Authority

## Publish Documents

2016 Output Outturn	2017 Output Target	2018 Output Target
		Strategy to address issues identified from the Cultural Audit. Issue of a safeguarding statement to the organisation in terms of implementing the recently commenced provisions of the Children First Act 2015. Leading a multi-agency evaluation of the Drug-Related Intimidation Reporting Programme, to be published under the National Drug & Alcohol Strategy 2017 – 2025. Strategy document on Garda Reserve integration

## Context and Impact indicators

	2014	2015	2016
1- Burglary	26,993	25,655	17,995
2- Robbery	2,647	2,575	2,096
3- Assaults	13,252	14,881	14,452
4- Number of Road Fatalities	193	162	186

The data presented in relation to the number of reported crime incidents is taken from the CSO/ICCS. CSO data is liable to change over time due to the re-classification of incidents during the course of an investigation or as circumstances change.

## Details of Appropriations-in-Aid

	2017 Estimate			2018 Estimate		
	Current €000	Capital €000	Total €000	Current €000	Capital €000	Total €000
<b>B - APPROPRIATIONS-IN-AID:</b>						
1. Contributions to the Garda Síochána Spouses' and Children's Pension Scheme ....	12,278	-	12,278	11,278	-	11,278
2. Contributions to the Garda Síochána Pensions Scheme ....	21,528	-	21,528	21,528	-	21,528
3. Miscellaneous Receipts (repayable advances, sale of old stores, contributions to quarters, fees for reports, etc.) ....	14,000	-	14,000	11,000	-	11,000
4. Garda College Receipts ....	-	-	-	300	-	300
5. Firearms Fees ....	3,600	-	3,600	3,100	-	3,100
6. Safety Cameras - Certain Receipts from Fixed Charges ....	14,200	-	14,200	14,200	-	14,200
7. Receipts from Pension-related Deduction on Public Service Remuneration ....	54,296	-	54,296	46,281	-	46,281
Total :-	119,902	-	119,902	107,687	-	107,687