



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

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

**October 2018**

# An Garda Síochána

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Gnóthaí Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
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Bí linn/Join us  

Ms. Helen Hall  
Chief Executive  
Policing Authority

Dear Ms. Hall

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

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.

Following the Chairperson's recent recommendation for the Commissioner to personally review this report's content, work has commenced to edit and refine it with a view to making it more cogent and succinct. It is our intention to continue to improve its content and its relevance over the coming weeks.

This will include the provision of some alternative data and the removal of certain information previously provided. Where material is removed, consideration will be given to its alternative publication on the Garda Síochána website. This will be done as part of our Publication Scheme in accordance with Section 8 of the Freedom Act 2014, in line with our commitment to deliver an open, transparent and accountable service.

As in previous reports, our policing successes are outlined at Appendix C. Appendix D provides an outline of Garda Síochána involvement in National events and some further Organisational initiatives which took place in recent weeks. These include;

- Electric Picnic
- The Ploughing Championships
- Culture Night
- Gardaí raise €33,000 to support homeless in Dublin
- Job Shadow Day

The report complements the following documents which are provided directly to you 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

**Chief Superintendent**  
**Office of the Commissioner**

October 2018

The overall financial position at the end of September shows a total net expenditure of €1,192.3m which is €25.8m more than the profiled spend of €1,166.5m. There are currently timing difference savings on a number of subheads and if these are excluded, a more accurate picture shows that the year to date overspend amounts to approximately €52m. Given the continuing trend of excess expenditure, it is recognised that a Supplementary Estimate will be required for 2018.

Based upon current projections, a Supplementary Estimate of approximately €75m will be required but following the implementation of additional controls on expenditure, it is planned to moderate this figure over the remainder of the financial year.

### **Estate Management**

#### **PPP – New Stations at Sligo, Macroom, Clonmel & Custody Suite at Anglesea Street Garda Station**

The Department of Justice and Equality is engaging with the National Development Finance Agency (NDFA) to commence the governance process on the projects.

#### **Works Underway:**

- **Carlow Garda Station:** This involves an upgrade of the cells and custody management facilities. Phase 1 of this project is due to be completed in November 2018.
- **Ballinasloe Garda Station:** The total refurbishment of the Station is nearing completion.
- **Transaer House, Dublin Airport:** This project (new Garda Station and immigration facility) is due to be completed in late Q1/early Q2 2019.
- **Athlone Garda Station:** Phase 1 of this project (total refurbishment of the Station) is on target for completion by March 2019.
- **Ashtown Gate:** The OPW has commenced the fit out of Block C, Ashtown Gate for Garda Legal Services. This project will provide accommodation for 38 staff and will be ready for occupation in mid-January 2019.
- **STOC (Special Tactics and Operations Command):** Work is to commence imminently to refurbish the former Station at Kevin Street to allow the relocation of STOC personnel from Harcourt Square. Completion of this project is expected for Q1 2019.
- **Forensic Science Ireland (FSI) Cabin GHQ:** The OPW commenced the construction of an extension to the FSI Cabin in Garda Headquarters in early September 2018. The building will provide accommodation for 21 staff and will be ready for occupation in January 2019.
- **Glanmire Garda Station:** Works to this Station commenced on 8 October 2018 with an 8-month programme expected.

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

- **Longford Garda Station:** This tender will issue in Q4 2018 and works are to commence in Q1 2019.
- **Donegal Town Station:** OPW expects to issue tenders in Q4 2018 and be on site by Q2 2019.
- **Bailieboro Garda Station:** Planning permission submissions are currently being examined by OPW.

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

The pre-qualification for the Main Contractor has been published on e-tenders and OJEU (Official Journal of the European Union).

#### **Budgetary Constraints**

Budgetary constraints in 2018-21 will significantly impact the delivery of the Garda Building and Refurbishment Programme 2016-2021 and the capacity of An Garda Síochána to implement the Garda Modernisation and Renewal Programme.

## 2 Human Resources and People Development (HRPD)

- The Garda strength at 30 September stood at 13,907 and the Garda Staff strength at 2,351. A full breakdown by rank, grade and gender is outlined at Appendix A.
- The Garda Trainee recruitment campaign continues. The first class of 2018 entered the college in January. Further classes entered in April and July with the next intake planned for October.
- Sanctions for the recruitment of additional and new Garda Staff posts are continuing to be received from the Policing Authority and work continues on recruiting to these posts.
- The Workforce Plan is continuing to be refined and revised in consultation with the Policing Authority and Departments of Justice & Equality and Public Expenditure & Reform. These meetings progress the Garda Reassignment Initiative and the workforce modernisation agenda. Further information on the status of Redeployment is outlined in **Section 5**.
- Details of numbers and vacancies in specified ranks are outlined at Appendices E and F.

## 3 Information and Communications Technology (ICT)

### Modernisation and Renewal Projects

**Front Line Mobility:** An update of the Traffic App version was successfully released to Agile Working Group users on Tuesday 25 September 2018. Successful testing of virtual desktop infrastructure access to PULSE desktop, via the phone docking station, for non-networked stations is complete.

**Property and Exhibit Management System (PEMS2):** As of 8 October 2018, 944 users have been provisioned with access to the application, with a planned total of 1,200 users after training is complete. There are currently 325,225 object records created in the system.

**Investigations Management System:** Change Management activities are in progress to enable and facilitate the scale of change across the Organisation with communications currently issuing to impacted stakeholders, including an information video hosted on the Garda Portal. E-Learning materials have been provided to Phase 1 users and classroom training materials are being finalised.

**Schengen<sup>1</sup>:** The first compliancy test with EU-LISA<sup>2</sup>, part of Ireland's formal entry into SIS II, has been completed and successfully passed. Preparations for the formal execution of Test 2 are underway.

**Enterprise Content Management (ECM):** ECM Phase 2 deployment is signed off by Senior Management and is scheduled for rollout to the Strategic Transformation Office, Internal Affairs and ICT sections in mid Q4 2018. Rollout to the Garda College scheduled as part of Phase 2 has been deferred to a later date.

**Enhancing Network Access in Rural locations:** ICT is incrementally upgrading non-networked stations to enable connectivity to Garda Information Systems. A review of the outstanding stations is planned to ascertain if a mobile solution would be more appropriate.

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<sup>1</sup> The Schengen project allows for information exchanges between Schengen member states on persons and property.

<sup>2</sup> The European Agency for the operational management of large-scale IT Systems in the area of freedom, security and justice (eu-Lisa) is an agency of the European Union that was founded in 2012 to ensure the uninterrupted operation of large-scale IT systems within the area of freedom, security and justice (AFSJ).

### Message to An Garda Síochána from the Commissioner

Following the attestation of the Commissioner at 00.01 on 3 September 2018, an internal message to the Organisation was posted on the internal Garda Síochána Portal within ten minutes. This message outlined the Commissioner's approach to policing and security with particular emphasis on community policing, ethical behaviour and protecting the vulnerable.

### Media Briefing by the Commissioner

Video and audio from the Commissioner's attestation was made available to all media and was widely used. On his second day in office, the Commissioner provided the media with a 40-minute briefing covering a wide range of topics including his approach to policing and key priorities. The briefing received wide-spread coverage. Following this, one-to-one interviews were held with the Sunday Independent, Sunday Times and 'Sunday with Miriam' on RTE Radio 1.

### Update on investigation into death of a baby in Kerry

In conjunction with house-to-house enquiries starting on Valentia Island, details of the investigation undertaken to date on the violent death of a baby in Kerry in 1984 were provided to media via press release and interviews with the local Superintendent. The scale of the investigation to date received significant coverage.

### 'Lock it or Lose it' Bike Theft Campaign

In conjunction with the Southern Region Communications Co-ordinator, an anti-bike theft campaign was undertaken to highlight the scale of bike theft and steps the public can take to protect their bikes. Two videos highlighting the campaign were viewed over 100,000 times on Facebook and over 85,000 times on Twitter. The campaign also received coverage in a wide-range of national and local media including RTE Six-One News, The Irish Times, The Daily Mail, The Irish Sun, The Limerick Leader and 2FM.



### **Project Edward Road Safety Campaign**

An Garda Síochána's activity as part of this European-wide campaign to have no road deaths on a nominated day was promoted via press release and social media. This included promoting the day in advance, the number of checkpoints conducted on the day, the level of compliance and examples of excessive speeding and poor driver behaviour. There were no road deaths on the day in Ireland and the campaign received strong online and offline media coverage.

### **Media Interviews and briefings**

- Chief Superintendent Criminal Assets Bureau on tackling gangland crime (The Irish Times).
- Assistant Commissioner Special Crime Operations on a significant seizure of cash from organised crime gang (RTE Morning Ireland), bank fraud among the elderly (all media), preventing and tackling theft from farms (Irish Times, Daily Star, Irish Sun, Daily Mirror) and murder/serious crime investigations (all media).

## 5 Progress update on the status of Redeployment

### Garda members reassigned to operational duties at 12 October 2018

	Chief Supt	Superintendent	Inspector	Sergeant	Garda	Total
<b>Total</b>	0.5	4	10	17	121	152.5
<b>Total by Gender</b>	0.5 Male	4 Male	5 Male 5 Female	9 Male 8 Female	49 Male 72 Female	67.5 Male 85 Female

### Garda members reassigned to operational duties at 12 October 2018, by Division

	Chief Supt	Superintendent	Inspector	Sergeant	Garda
<b>STO</b>	0.5	4			
<b>Legal Affairs</b>			1	1	
<b>Internal Audit</b>			1		
<b>Finance</b>			1		
<b>GPSU</b>			1		
<b>HRM</b>			1		
<b>Garda College</b>			2		
<b>Dublin TBC</b>			2		1
<b>Commissioner's Office</b>					1
<b>Community Relations</b>			1	2	
<b>Internal Affairs</b>					1
<b>Press Office</b>				1	
<b>NBCI</b>				1	
<b>CAO</b>				1	
<b>GNIB</b>					9
<b>ICT Technician Mayo</b>					1
<b>ICT Technician Sligo</b>					1
<b>Cork City</b>					8
<b>Cork North</b>				1	2
<b>Cork West</b>					3
<b>Limerick</b>					2
<b>Donegal</b>					4
<b>Louth</b>					2
<b>Galway</b>				1	10
<b>Sligo/Leitrim</b>				1	6
<b>DMR West</b>				2	5
<b>DMR South</b>					5
<b>DMR East</b>					1
<b>DMR South Central</b>					6
<b>DMR North</b>				1	17
<b>DMR North Central</b>				2	8
<b>Tipperary</b>					2
<b>DMR Traffic</b>					1
<b>GNSPB</b>				1	1
<b>West Meath</b>					1



Mayo					1
Wicklow					1
Laois / Offaly					1
Carlow / Kilkenny				1	10
Monaghan					1
Roscommon / Longford				1	5
Waterford					3
Kildare					1
<b>Total</b>	<b>0.5</b>	<b>4</b>	<b>10</b>	<b>17</b>	<b>121</b>

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

The Ethics and Culture Bureau maintains a strong focus on completion of ethics workshops and the associated signing by all personnel of the Code of Ethics declaration. All those who attended the recently completed Regional Launches have signed the declaration.

Of 254 Senior Management in An Garda Síochána, 242 have attended workshops and signed the Declaration. The Ethics and Culture Bureau is currently engaging with the remaining 12 personnel regarding attendance.

Ethics workshops are continuing nationally and at the end of September 2018, almost 10,500 personnel had attended. Almost 6,000 had signed the declaration and work is continuing to increase this number.

Preparations are underway for the Steering Committee and the Ethics and Culture Bureau to meet and provide a full update to the Code of Ethics Committee on 7 November next.

## 7 Internal Affairs

Number of members currently suspended	Number of members suspended this year	Number of members reinstated this year	Number of members Dismissed
35	12	3	2

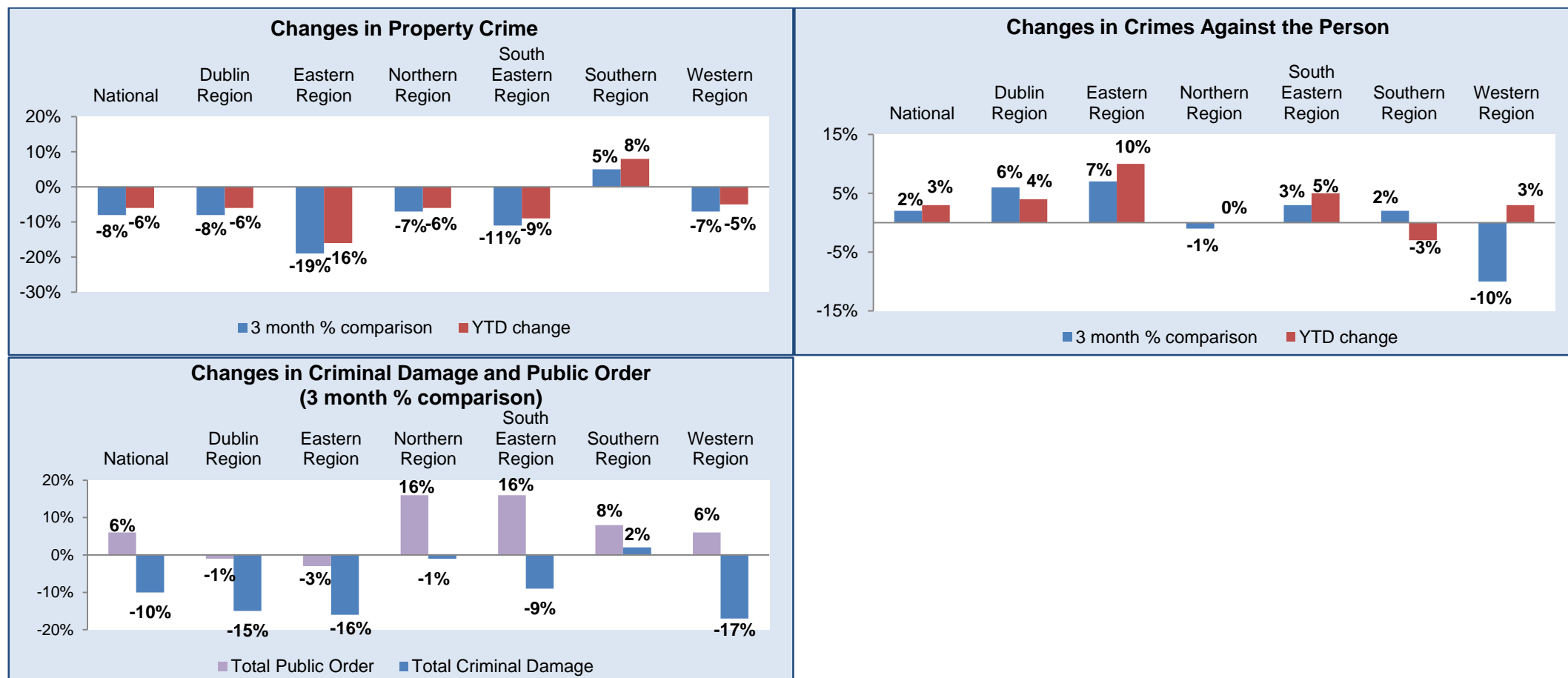
### National Overview / Operational Challenges

Property crime is down -6% nationally in the year to date (YTD) and -8% when July to September is compared to the same period of 2017, with decreases in all regions except the Southern Region. Violent property crime incidents are up +18% in the year-to-date. Notable increases are evident in robbery from the person and robbery of an establishment incidents. Nationally, crimes against the person are 3% higher in the year to date. Time comparisons for sexual offences could not be completed due to issues around the application of crime counting rules. Total criminal damage is down -10% and total public order incidents are up +6% in the three-month comparison. The Garda organisation closely monitors crime trends and disseminates analysis on a regional and divisional basis, this feeds directly into planning operational activities aimed at reducing and preventing crime.

### Organisational challenges

Internally, work is ongoing to identify sexual offence incidents where the crime counting rules have not been applied correctly so that issues can be resolved. The CSO has taken the decision to resume publication of Recorded Crime statistics under a new category entitled “*Under Reservation*”. The Garda Organisation is continuously working with the CSO to rectify data quality issues and concerns, as well as set out criteria for lifting the reservation.

*Note: Crime incident figures and the associated trends below 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 for September 2018

## Project Status View – Tier 2 and Tier 3

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

Note: Tier 3 projects are highlighted by a red asterisk \*

## Project Status Breakdown

Critical	Under Control	On Track	Total Projects
13	18	16	47

\*Included in this figure are the Civilianisation and Divisional Policing Model projects, which are Tier 1 and not included in the Project Status View

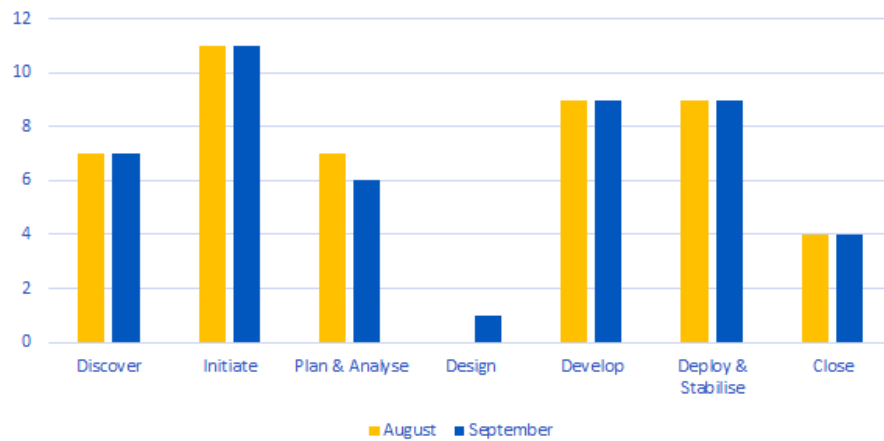
## Project Status Comparison to Previous Month

Critical	0 (+1,-1)	<ul style="list-style-type: none"> <li>Policy Ownership Matrix moved from Green</li> </ul>
Under Control	+3 (+3)	<ul style="list-style-type: none"> <li>CAD Part 1 - National Rollout moved from Green</li> <li>Cultural Audit moved from Green</li> <li>Schengen moved from Red</li> </ul>
On Track	-3 (-3)	

### Project Status by Tier

	Red	Amber	Green	Total Projects
Tier 1	2	0	0	2
Tier 2	7	11	2	20
Tier 3	4	7	14	25
Totals	13	18	16	47

### Project Breakdown by Phase



Phase	Project	Comment
Discover		
Initiate		
Plan & Analyse		
Design	ECM	Previously in Plan & Analyse
Develop		
Deploy & Stabilise		
Close		

## 10 Risk Management

- Four Risk & Policy Governance Board meetings have been held so far in 2018, the latest of which was held on 21 September 2018. The next R&PGB meeting is scheduled for 8 November 2018.
- A meeting of the Key Governance Stakeholder Group (Garda Professional Standards Unit, Garda Internal Audit Section, Strategic Planning, Internal Affairs, Strategic Transformation Office, Garda Risk Management Unit and Policy & Governance Coordination Unit) took place on 3 October 2018 and the next meeting is scheduled for 5 December 2018.
- There are currently 14 Corporate Risks on An Garda Síochána's Corporate Risk Register. Risk Owners have been assigned to each and each risk is being actively managed with Risk Action Plans developed.
- Support Staff briefing will be undertaken during October 2018.

The Garda Risk Management Unit (GRMU) continues to provide Organisation-wide communications, training, workshops, advice and guidance to all risk management stakeholders with the objective of embedding risk management firmly within the Organisation's culture. All senior managers (Superintendent/Assistant Principal upwards) have been trained. In addition to the support staff briefings held throughout the country each month, Superintendent GRMU also undertakes regular meetings with Divisional and District Risk Managers on a one-to-one basis in order to review and quality assure their risk registers.

Since October 2016, the GRMU has provided training, briefings and direct support to more than 1,600 members of An Garda Síochána, of all ranks and grades.

## 11 Freedom of Information (FOI)

The eFOI tracking system records a total of 388 requests, incorporating a total of 591 questions, received between 1 January and 30 September 2018. The majority of these requests were submitted by members of the public (166), followed by requests from journalists (142). 30 requests were received from members of An Garda Síochána. 6 requests have been received from members of the Oireachtas. The remaining requests were submitted by business/interest groups, solicitors and academics.

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

MONTHLY STATUS UPDATE – September 2018			
FOI Requests	Year To Date	September	Comments/Issues
Finance: General	65	5	
Finance: Procurement	8	0	
FOI Section	227	24	
Human Resources	82	4	
Internal Audit	6	0	
Total Requests	388	33	
Additional Requests	350	29	These comprise out of scope requests requiring attention by An Garda Síochána (crime reporting etc.)
FOI Decisions	Year To Date	September	Comments/Issues
Granted	51	5	As of 30 September 2018, 14 FOI requests remain open including one request received in 2017
Part-granted	84	7	
Refused	215	25	
Withdrawn	33	3	
Withdraw & redirect	0	0	
Total Decisions	383	40	Includes 8 decisions made in 2018 on requests made in 2017.
Response Times	Year To Date	September	Comments/Issues
Within time	368	37	
Out of time	15	3	

\* 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.

## Appendix A

### Human Resources and People Development (HRPD)

Rank	Strength 30 September 2018	Male	Female
Commissioner	1	1	
Deputy Commissioner	1	1	
Assistant Commissioner	9	7	2
Chief Superintendent	46	39	7
Superintendent	162	146	16
Inspector	242	207	35
Sergeant	1,997	1,608	389
Garda	11,449	8,172	3,277
<b>Total</b>	<b>13,907</b>	<b>10,181</b>	<b>3,726</b>

Of which	
Career Breaks (incl. ICB)	96
Work-sharing*	57
Secondments (Overseas etc.)	19
Maternity Leave	87
Unpaid Maternity Leave	41
<b>Available Strength</b>	<b>13,607</b>

\*Equates to 114 Full-time members.

Professional/Technical	M	F	No. of staff	WTE	Administrative	M	F	No. of staff	WTE	Industrial	M	F	No. of staff	WTE
Head of Legal Affairs (Director level post)	1		1	1	CAO	1		1	1	General Op	11		11	11
Senior Solicitor		1	1	1	Executive Director of HR and People Development	1		1	1	Electrician	1		1	1
CMO	1		1	1	Executive Director of Finance	1		1	1	Store Keeper	0		0	0
Assistant CMO	1		1	1	Executive Director of IT	1		1	1	Carpenter	1		1	1
Occupational Health Physician		1	1	1	Executive Director of Strategy & Transformation	1		1	1	Charge hand	1		1	1
Nurse		3	3	3	Ex Director Legal & Compliance		1	1	1	Plumber	1		1	1
Head of Training & Development			0	0	Director	1		1	1	Traffic Warden	3	3	6	4
Teacher	8	9	17	16.6						Driver	15		15	14.8
Professional Accountant Grade I	2	3	5	5	PO	8	5	13	13	Store man	4		4	4
Professional Accountant Grade II	2	1	3	2.8	AP*	13	17	30	30	Store Officer	1		1	1
Professional Accountant Grade III		1	1	1	HEO**	60	80	140	138.9	Groom	2		2	2
Researcher	1	1	2	2	EO ***	75	290	365	355.2	Catering Staff	3	25	28	28
Photographer	2	1	3	3	CO	288	1300	1588	1492.5					
Cartographer	1	1	2	2						<b>Non-Industrial</b>				
Examiner of Maps	1		1	1						Supt. Of Cleaners		2	2	2
Telecoms Technician	9	1	10	10						Cleaner	14	248	262	143.6
Accident Damage Co-ordinator	1		1	1						Service Attendant	43	2	45	31.2
Technical Supervisor	1		1	1						Seasonal Cleaner/SA	26	23	49	7.3
Workshop Supervisor	1		1	1						Service Officer	6	1	7	7
<i>Sub Total</i>	<b>32</b>	<b>23</b>	<b>55</b>	<b>54.4</b>	<i>Sub Total</i>	<b>450</b>	<b>1693</b>	<b>2143</b>	<b>2036.6</b>	<i>Sub Total</i>	<b>132</b>	<b>304</b>	<b>436</b>	<b>260</b>

<b>Overall Totals</b>	<b>No. of Staff</b>	<b>2,634</b>	<b>No. of Female Staff</b>	<b>2,020</b>
	<b>WTE</b>	<b>2,351</b>	<b>No. Of Male Staff</b>	<b>614</b>

WTE = Whole Time Equivalent

\*Includes 2 Deputy Head of Analysis Service    \*\*Includes 26 Senior Crime & Policing Analysts    \*\*\*Includes 8 Crime & Policing Analysts



## Appendix B (i)

### Policing Plan 2018 – Performance at a glance, September 2018

#### Priority 1

Organisational Development  
and Capacity Improvement

1a	HR Strategy	
1b	HR Operating Model	
2a	Recruit 200 Gardaí (Qtr.)	
2b	Recruit 500 Staff (Year End)	
2c	Recruit 500 R.Gdaí (Year End)	
3	Reassignment of Gdai (3-4)	
4	Divisional Policing Model	
5	Roster and Duty Mgt.	
6	Court Presenters	
7	Computer Aided Dispatch	
8	Investigation Mgt. System	
9a	PALF (Individual Reviews)	
9b	PALF (Data Quality Goal)	
10	PMDS Training Commenced	
11	Appoint Chief Data Officer	
12a	Appoint DP Officer	
12b	DP Impact Assessment Plan	
13	Centralised Inc.Classification	
14	GISC Service Levels	
15a	PULSE Inc. Recording (Process)	
15b	PULSE Inc. Rec. (Monitoring)	
15c	PULSE Domestic Abuse m/o	
15d	PULSE 'Detected' Incidents	
16	Enterprise Content Mgt.	
17a	Ident. Cultural Audit Issues	
17b	Cultural Audit Strategy	
18a	Ethics Strategy	
18b	Phase 1 of Ethics Training	
18c	Gifts and Hospitality Policy	
19	Strategic Planning F/W	
20	Policy Ownership Matrix	
21	Inspection and Review IT	
22	Costing the Policing Plan	
23a	Risk Registers	
23b	Sharing Risk Data	
23c	Gov. Assurance Framework	

#### Priority 2

National and International  
Security

26a	Training in 8 MEM Regions	
26b	Emergency Planning Task Force	
27a	Specialist Firearms Procedures	
27b	Critical & Firearms Inc. Cmd.	
29a	Schengen information Sharing	
29b	Prüm Information Exchange	
29c	Mobile Immigration Data	
29d	European Union PNR Directive	
30	Scanning Security Environment	
31a	GCCB Intelligence Function	
31b	Cyber Forensic Exam. Units	
31c	Forensic Computer Examination	
32	National Cyber Security Desk	

## Appendix B (ii)

### Policing Plan 2018

#### Priority 3

Confronting Crime

33	CJ (Victims of Crime) Act 2017	Green
34a	Defining Hate Crime	Red
34b	Proc. to Record Hate Crime	Red
34c	Rpt. Hate Crime Campaign	Red
35a	Div. Protective Services Units	Red
35b	Dom. Abuse/Sex Cr. Risk Ass.	Red
35c	Facilitating SORAM Workshops	Red
36a	Domestic Homicide Review	Red
36b	Reporting/Detection of Sex Off.	Green
37a	Domestic Abuse Interventions	Green
37b	Reporting of Domestic Abuse	Green
37c	Domestic Abuse Call-Backs	Green
38a	THB Training	Green
38b	Identification of victims of THB	Green
39a	Dist. of Child Pornography	Green
39b	ID Victims of Sex Exploitation	Green
40a	Safeguarding Statement	Green
40b	PULSE Automated Children First	Green
40c	Integrate PULSE/TUSLA NCCIS	Green
41a	Crime Prevention Officer Proc.	Red
41b	Crime Prevention Mobile App.	Red
44a	GNECB Regional Liaison	Red
44b	N. Fraud Prevention Office	Red
44c	Fraud Prevention Camp.	Green
44d	Anti-Corruption & Bribery	Green
44e	Corruption/Bribery Ph. Line	Green
45a	Reports to PA on OCG's per Q.	Green
45b	Dev. Matrix to assess OCG's	White
46	Drug Intimidation Rpt. Pg.	Green
47	Enhanced GoAML Function	Green
42a	Maintain Det. Rate (Assault)	Red
42b	Maintain Inc. Level (Burglary)	Green
42c	Maintain Det. Rate (Burglary)	Red
42d	Maintain Inc. Level (Robbery)	Red
42e	Maintain Det. Rate (Robbery)	Red
42f	Det. Rates Narrative (Not Rated)	White
43	Decrease Inc. Level (Assault)	Red
44f	Increase in M. Laundering Inv.	Green
45c	Increase Det. (S/S Ctrl. Drugs)	Red
45d	Increase Det. (Firearms)	Green
45e	European Arrest Warrant Ex.	Red

## Appendix B (iii)

### Policing Plan 2018

#### Priority 4

Roads Policing

48	Crowe Horwath Action Plan	
49a	Divisional Roads Policing Units	

50	Roads Policing Operations Plan	
52	Road Safety Nat. Media Strat.	

#### Priority 4

Metrics

49b	Roads Policing Personnel	
51	Multi-Agency Checkpoints	
53a	Enforcement Focus on KLO's	

53b	Decrease Road Fatalities	
53c	Decrease Serious Injuries	

#### Priority 5

Community Engagement  
and Public Safety

54ab	ComPol Segment/Allocation	
54c	Compol new Strategy	
55	Garda Reserve Strategy	
56a	New Garda Website	
56b	Social Media Engagement	
57	Crime Prev.(Vulnerable People)	
58a	Plan to Attract Diverse Groups	
58b	Implement Plan (see 59a)	

58c	ID Barriers to Diverse Groups	
59a	Diversity & Inclusion Strategy	
59b	Diversity Training	
60	J-ARC Recommendations	
61	SAOR Implementation	
62a	Juvenile Diversion Action Plan	
62b	Implement Plan (see 62a)	
63	Major Event Mgt. Review	

## Appendix C

### Policing Successes and Community Engagement

Throughout the month of September 2018, there have been numerous incidents of noteworthy police work performed by members of An Garda Síochána in the course of their routine operational policing duties, supported by specialist personnel from Units the remits of Assistant Commissioners Special Crime Operations, Security & Intelligence, Roads Policing and Community Engagement & Public Safety.

- On 3 September 2018, 20kg of Cannabis Herb, valued at €400,000 was seized on the M50 and one person was arrested.
- On 5 September 2018, €315,000 in cash was seized in Drogheda. One person was arrested and subsequently released from custody pending the submission of an Investigation File to the Law Officers.
- On 6 September 2018, searches were conducted as part of an investigation by the Garda National Economic Crime Bureau (GNECB) into a large-scale, international money-laundering racket organised by a West-African criminal network operating from Ireland. The searches were conducted simultaneously under warrant, pursuant to Section 10, Criminal Justice (Miscellaneous Provisions) Act, 1997 at 15 premises in Dublin, Louth, Meath, Kildare and Laois. The GNECB was supported by uniformed personnel from the DMR, Northern and Eastern Regions, Regional Armed Support Units and the Garda Cyber Crime Bureau. Four vehicles, electronic devices and a large volume of documentation, including false identity documents and bank account details, in numerous identities were seized. A total of 348 bank accounts in the major banks, identified as central to this investigation were also frozen during this stage of the investigation.
- On 7 September 2018, following a report from an off-duty Garda, Gardaí from Waterford stopped a vehicle at Grannagh, Co. Waterford and two buckets of tablets, believed to be prescription and D10 tablets, valued at approximately €52,000 were seized. Four persons were arrested and detained at Waterford Garda Station, pursuant to Section 2 of the Criminal Justice (Drug Trafficking) Act, 1996, All were released without charge, pending the submission of an Investigation File to the Law Officers.
- On 13 September 2018, as a result of a joint operation with Customs, 4.5kg of Cannabis Herb valued at €90,000 was seized, following a controlled delivery in Dublin. Two persons were arrested and subsequently charged with possession for the purpose of sale or supply, contrary to Section 15 of the Misuse of Drugs Act 1977/84, as amended.
- On 14 September 2018, as a result of an intelligence-led operation with the Revenue Commissioners, Cannabis Herb valued at €19,000 was seized following a controlled delivery, in Co. Dublin. One person was arrested and was charged with possession for the purpose of sale or supply, contrary to Section 15 of the Misuse of Drugs Act 1977/84, as amended.
- On 19 September 2018 in Dublin, Cannabis Resin valued at €30,000 and a quantity of Alprozam tablets valued at €3,000 were seized. One person was arrested and subsequently charged with possession for the purpose of sale or supply, contrary to Section 15 of the Misuse of Drugs Act 1977/84, as amended.
- In the early hours of 9 September 2018, the Armed Support Unit provided assistance to uniformed personnel responding to a call of a female in distress. Following some reports by witnesses, the ASU members located the flat and on approach, the female ran from the premises visibly distressed with a number of injuries to her face and body. The Garda members went into the flat and confronted the suspect male, subduing and arresting him. He

was subsequently charged with Criminal Damage, Burglary, and two counts of Assault Causing Harm and was remanded in custody by the Court.

- On 14 September 2018, a female landed at Dublin Airport accompanied by a child, whom she identified as her son. Border Management Unit (BMU) personnel from the Irish Naturalisation and Immigration Service (INIS) were not satisfied with the information provided by the female and assistance was provided by Garda National Immigration Bureau (GNIB) staff. The female was arrested on suspicion of committing offences contrary to Section 2, Illegal Immigrants (Trafficking) Act 2000 and was conveyed to Ballymun Garda Station where she was detained. Following interview, the female was charged with four offences contrary to the Criminal Justice (Theft & Fraud Offences) Act, 2000 (Sections 26 and 29). She was brought before Dublin District Court where she was remanded in custody. Tusla staff attended at Dublin Airport and the child was taken into their care. Directions from the DPP have already been received directing that the female be further charged with the offence of trafficking, contrary to section 2, Illegal Immigrants Trafficking Act 2000.
- On 20 September 2018, a report was received by Gardaí in Maynooth, concerning the wellbeing of a male (61years) who had not been contactable for some days. Gardaí attended his address and made the decision to enter the premises, where the person was found in an upstairs bedroom in a collapsed state. Emergency medical assistance was sought and the person was removed to hospital, suffering from severe dehydration, where he remained for a number of days.
- On 20 September 2018, as a result of an ongoing investigation by Gardaí in Tipperary Garda Division and DMR West into an organised crime gang involved in burglaries and thefts, a series of searches were conducted in the DMR West Division. The services of the Garda Dog Unit Emergency Response Unit were utilised during the searches, during which significant quantity of stolen property including power tools, gardening equipment, a large amount of clothing and other items from retail outlets were recovered. The majority of items recovered were identified as the proceeds of thefts in the South-Eastern Region and two de-tagging devices (used for shop-lifting) were also recovered. Four persons, including one juvenile were arrested and the adults were charged and brought before Nenagh District Court, where they were granted bail. Investigation Files are being prepared, including a file for the National Juvenile Office, in respect of the juvenile arrested.
- On 21 September 2018, as a result of an intelligence-led investigation, in Wexford and New Ross Garda Districts, into the cultivation, sale and supply of Cannabis in the South-Wexford area, six searches were conducted, resulting in the seizure of Cannabis plants, dried Cannabis and Cannabis oil, with an estimated street value of €182,200. Two males were arrested for offences contrary to the Misuse of Drugs Acts, 1977/84 and were released without charge, pending the submission of an Investigation File to the Law Officers. Follow-up searches resulted in the seizure of Cannabis plants (€42,000) and the further arrest of two males on suspicion of cultivation of drugs, contrary to section 17, Misuse of Drugs Act 1977/84. Both were also released without charge, pending the submission of the Investigation File to the Law Officers.
- On 21 September 2018, as part of an intelligence-led investigation, a search, under warrant, was conducted in Blanchardstown by the District Drug Unit, supported by uniform personnel. This search resulted in the seizure of drugs, including Heroin valued at €435,000 and Cocaine valued at €54,880 and a quantity of shotgun cartridges. One male was arrested and was subsequently charged with two offences contrary to Section 3, Misuse of Drugs Act 1977/84 (Simple Possession) and two offences contrary to Section 15, Misuse of Drugs Act, 1977/84 (for the purpose of sale or supply, and brought before the District Court at the Criminal Courts of Justice where he was granted bail with strict conditions.



- On 22 September 2018, as part of the ongoing investigation into Organised Crime Gangs, the Garda National Drugs & Organised Crime Bureau, with personnel from DMR and Wexford Garda Divisions, supported by Crime & Security, arrested four people in Wexford, during which almost €1.8m in cash was seized during searches of a vehicle and a number of premises in Wexford and Dublin.
- On 24 September 2018, Gardaí from Galway attended a call, where two males, one armed with a knife, had broken into a private dwelling and accosted and physically threatened the resident. Both males were arrested shortly after, for aggravated burglary and were subsequently charged with burglary contrary to the Criminal Justice Act, 2001 (Theft & Fraud Offences), as well as possession of knife, contrary to section 9(1) Offensive Weapons Act 1990. Both were remanded in custody by the Court.
- On 24 September 2018, Gardaí in Ennis, Co. Clare were on patrol when a car drove at their patrol car when exiting Ennis Mart on the Quin Road. Gardaí stopped and searched the vehicle and conveyed the car and passenger to Ennis Garda Station where a quantity of drugs, flick knives and other items were found. The passenger was arrested and charged and brought before Ennis District Court on 25 September 2018. He was remanded to appear at Ennis District Court on 28 November 2018.
- As part of Operation Ketch, an ongoing intelligence-led operation by the Garda National Protective Services Bureau targeting persons suspected of possessing, importing and distributing online Child Abuse Material (Child Pornography), a further 28 searches were conducted under warrant, pursuant to the Child Trafficking & Pornography Act, 1998. These searches were undertaken between 27 September and 1 October 2018 in 12 Garda Divisions. This phase of the Operation was led by the On-Line Child Exploitation [OnCE] Unit, supported by personnel from Divisional Protective Services Units and Divisional uniformed personnel, during which media devices were seized at all addresses. One person was arrested and was subsequently released pending the submission of an investigation file to the Law Officers. Liaison is being maintained with TUSLA insofar as any child protection issues identified. The examination of the devices is ongoing.
- Directions from the DPP were received in September 2018, directing that criminal proceedings be commenced against two individuals for offences contrary to section 7A, Criminal Law (Sexual Offences) Act 1993 as inserted by section 25, Criminal Law (Sexual Offences) Act 2017, to wit payment for sexual activity with a prostitute, following an investigation by the Operation 'Quest' team at the Garda National Protective Services Bureau. This is the first time proceedings have been directed under this legislation.
- As part of an ongoing investigation into dissident activities, a car was stopped in Co. Longford on 26 September 2018, and a quantity of ammunition was found when the vehicle was searched. The driver, a male in his 40s, was arrested and detained at Longford Garda Station pursuant to the provisions of Section 30, Offences Against the State Act (OASA). Follow-up searches resulted in two firearms being seized and two other males being arrested, also detained under Section 30, OASA, at Longford Garda Station. All three prisoners were released without charge, pending the submission of an Investigation File to the Law Officers.
- On 27 September 2018, as part of an ongoing 'Proceeds of Crime' investigation, by the Criminal Assets Bureau into an Organised Crime Gang, 14 searches were conducted in Dublin and Wicklow. These searches resulted in the seizure of high-value goods, including four vehicles, two watches and designer handbags. A court order under Section 17(2), Criminal Justice Act 2010 (Money Laundering and Terrorist Financing) was also obtained in respect of a bank account containing €140,000.
- As part of the ongoing investigation into the sale and supply of drugs in Ballymun Garda District, an initiative was put in place, during the month of September 2018, in which high-

visibility patrols and checkpoints were conducted by uniformed personnel at various locations in the District, identified at 'hotspots' for drug dealing. Covert foot and mobile patrols by plain-clothes personnel were also conducted. Over 200 patrols were conducted, with 22 checkpoints and resulted in 63 persons being arrested and the seizure of drugs and cash to the value of over €25,000.

## Community Engagement

At a convention of the East Nigerian IBO Community in Ireland, held at the Clarion Hotel, Liffey Valley on Saturday, 8 September 2018, two Ethnic Liaison Officers based in Lucan Garda District were presented with an award in recognition of service to the IBO<sup>3</sup> community in Lucan and Ireland, by Chief Nixon Uzokwu and Chief Nnadozie Olumba. The Sergeant in Charge at the Garda Racial, Intercultural and Diversity Office (GRIDO) addressed the convention on 'Challenging Racism in Society'.

On 22 September 2018, an open day was held in Longford Garda Station. This open day was organised by the local Community Policing Unit and supported by the Garda Band, the Regional Armed Support Unit, the Divisional Roads Policing Unit and personnel from the Operational Support Units, including the Garda Mounted, Dog, and Water Units. Over 1,500 people visited the Garda Station during the event, which also featured on the Western Region Portal site and the Garda Western Region Facebook page.

On 25 September 2018, the National Joint Agency Response to Crime (JARC) Conference was held at the Law Society. The Conference was opened by Mr. David Stanton, TD, Minister of State, with responsibility for Equality, Immigration and Integration at the Department of Justice and Equality. JARC is a multi-agency initiative, comprising An Garda Síochána, the Probation Service and the Irish Prison Service and incorporates intensive offender management programmes. Its purpose is to:

- develop and strengthen a multi-agency approach to the management of prolific offenders;
- prioritise such offenders for targeted interventions and supports in order to assist in addressing their behaviours;
- reduce crime and victimisation in local communities.

Presentations were made by the parent agencies, including An Garda Síochána, the Probation Service and the Prison Service. A number of participants in JARC programmes also addressed the conference and outlined how the interventions and inter-agency co-operation had facilitated and enhanced their individual rehabilitations under the Programme.

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<sup>3</sup> The **Igbo**, sometimes referred to as **Ibo**, are one of the largest single ethnic groups in Africa. Most **Igbo** speakers are based in southeast Nigeria, where they make up almost 17% of the population; they can also be found in significant numbers in Cameroon and Equatorial Guinea. Their language is also called **Igbo**.

## Appendix D

### Organisational Initiatives

#### Electric Picnic

Over the course of the five days from 30 August to 3 September 2018, over 55,000 concert goers attended Electric Picnic in Stradbally, Co Laois. This required the provision of a 24 hour Garda service including a significant traffic operation to facilitate entry to and exit from the site.

In addition, the services of Garda specialist units were employed comprising of the Special Detective Unit, Mounted Unit, Dog Unit and the Armed Support Unit. The event passed off without major incident.

The Portlaoise District PEMS Office was also on hand to process over 400 drug detection incidents, assisted by a team of Garda Staff dedicated to assist in the recording and processing of data in connection with drug search and detection incidents.

#### Ploughing Championship

The Garda Bureau of Community Engagement hosted the Garda marquee at this year's National Ploughing Championship. They were joined by Gardaí and Garda Staff from the Garda Economic Crime Bureau, the Garda Protective Services Bureau, the Garda Human Trafficking Investigation and Co-ordination Unit, as well as the ACTIVE Mobility Project Team from IT Operations. The Garda Press Office & Corporate Communications also assisted throughout the event.

This Marquee provided An Garda Síochána with an opportunity to engage with the community and visitors to the tent were able to ask questions and get advice on a range of subjects including crime prevention, property marking, personal safety and more.

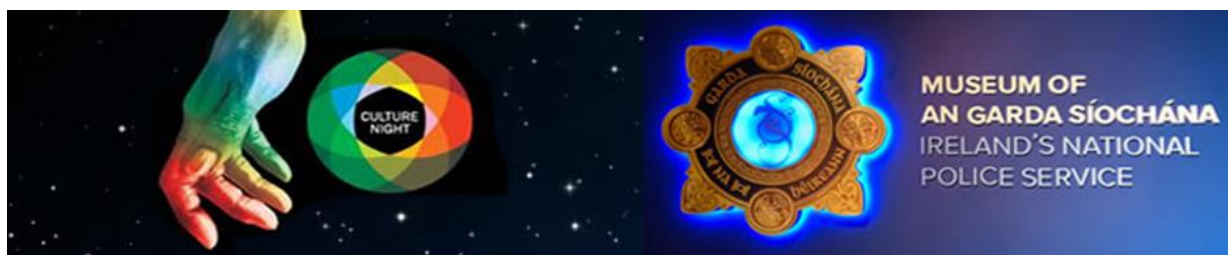


The Garda Active Mobility Project was also showcased at the marquee. The smart Garda car is securely connected at all times to the Garda Network. Gardaí at the marquee also had the ACTIVE mobile app installed which allowed them to be remotely connected to the Garda IT system. A Virtual Reality demonstration allowed members of the public to immerse in a 360° trip around Dublin city. There was huge interest in the smart cars and the virtual reality motorbike ride.



## Culture Night

On Friday 21 September 2018, the Garda Museum and Henry Street Garda Station took part in Culture Night. Curators of the Garda Museum took visitors through the history of the Garda Organisation with guided tours. They were shown a unique exhibition of artefacts, multi-media presentations and contemporary equipment, providing an insight into policing in Ireland over the past two centuries. The Garda Mounted Unit also displayed Vintage Garda cars and motor bikes. Guided tours of Henry Street Garda station also took place. The Garda Dog Unit and Armed Support Unit were there to welcome everyone to the event. Over 1,000 people toured the station on the night.



## Gardaí raise €33,000 to support homeless in Dublin

On 25 September 2018, Gardaí in the Dublin South Central division donated much-needed funds to support the Alice Leahy Trust, which provides care to many of Dublin's homeless. The money was raised from the proceeds of a book published and sold to celebrate the centenary of Pearse Street Garda Station in 2015. The successful publication was marketed through the network of serving and retired Gardaí allocated to Pearse Street Garda Station.

Chief Superintendent Lorraine Wheatley acknowledges that "Pearse Street Garda Station has a rich history and the men and women who have served and protected the communities of south inner-city Dublin have been at the forefront of policing in Ireland". The Dublin South Central Garda Division brings the full range of policing challenges, making it one of the primary training and development centres setting the benchmark for Irish policing. To celebrate the centenary of the station was important, but it was also to celebrate the relationships and bonds formed with the community.

For four decades, Alice Leahy has provided invaluable assistance, care and kindness to some of the most vulnerable people in the community in Dublin City. Gardaí in Dublin South Central are proud of their long association with the Trust.



## Job Shadow Day

On 25 July 2018, Community Gardaí in Blackrock Garda Station had the pleasure of working with recruit, Garda Ciara Lynch for the day. The Community Gardaí had built a relationship with Ciara through their work with Saint John of God-Carmona Services, Blackrock. Ciara had told them she would love to be a Garda, so she was invited to join them for a day.

At the start of the day, Ciara was given a uniform and a welcoming pack of Garda goodies. Her first assignment was to frank and post some envelopes and she then went on the beat around Blackrock village. The next task was a visit to the Talbot Hotel, Stillorgan to discuss the annual Senior Citizen Christmas Lunch. It was a busy day on the beat and in the patrol car meeting members of the public and keeping them safe.



Appendix E

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 2018
Assistant Commissioner		1											1
Chief Superintendent			1	1		1					1		4
Superintendent	1		4	1	2		3		2	1	1	0	15
Total	1	1	5	2	2	1	3	0	2	1	2	0	20

## Appendix F

Return to the Policing Authority in relation to numbers and vacancies in the specified ranks  
Data as at the end of September 2018

Rank	ECF	Position at end of last month	Appointed in Month	Career Break		Resignations	Retirements		Demotions	Consequential vacancies	Net Change Increase (+), Decrease (-)	Total at end of Month	Total Number of Vacancies at end of Month
				Commenced	Return		Compulsory	Voluntary					
Assistant Commissioner	9	9									0	9	0
Chief Superintendent	47	46									0	46	1
Superintendent	168	163	0				2			0	-2	161	7
Total	224	218	0	0	0	0	2	0	0	0	-2	216	8