

Assessment of Policing Performance during 2024



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EXECUTIVE SUMMARY

The main function of the Policing and Community Safety Authority (PCSA) is to oversee and assess the performance of An Garda Síochána (AGS) in the provision of policing services in an independent and transparent manner. The PCSA came into existence on 2 April 2025. The PCSA is the successor organisation to both the Policing Authority and Garda Síochána Inspectorate.

This report provides an assessment of AGS's performance and the progress that was made against the AGS Annual Policing Plan and the Policing Priorities for 2024. The oversight work to inform this report was considered and undertaken by the Policing Authority. The PCSA is therefore in the unusual position of publishing this report, which was undertaken by its predecessor organisation.

In addition to reporting on progress against the Policing Plan and Policing Priorities, the report also provides a brief outline of the Performance Accountability Framework (PAF) process within AGS. This is the process which manages the calls for service incidents that members of the public make and by which the organisation manages its performance in dealing with these calls, which in turn may become incidents. Examining the consistency of the PAF process was an area of focus for the Policing Authority's oversight work in 2024.

Key observations in relation to AGS's performance throughout 2024:

Achievement of Policing Plan Targets in 2024

- Four of the eighteen targets in the Policing Plan were achieved. Nine were reported as partially achieved and the remaining five were reported as not being achieved.
- This is an accurate reflection of AGS performance in 2024 and the candour of AGS reporting is welcome, acknowledging as it does the impact of the strain on resources – gardaí and garda staff – within the organisation.

Resources

- A significant recruitment campaign was carried out in 2024. Adjustments to the recruitment process saw changes to the fitness test and a reduced timeframe for vetting.

- Recruitment and retention of gardaí and garda staff remains a challenge for the organisation and this can be seen in the need to use overtime to ensure enough gardaí and garda staff are available for work.
- At the end of 2024 the organisational strategies and plans key to grappling with the Recruitment and Retention Strategy, the Strategic Workforce Plan and the Learning and Development Strategy remained to be completed.
- The issue of the numbers of gardaí and garda staff is not one that can be solved in the short term, and this makes the need for effective workforce planning even more urgent.

Operating Model

- At the end of 2024, the Operating Model was rolled out to 19 out of the 21 garda divisions. This is a hugely significant milestone. The Operating Model represents the single most significant change to the structure of AGS in its history. The achievement of this milestone and the work involved by the entire workforce is not to be underestimated.
- There are benefits reported arising from the Operating Model, but it is also impacted by a lack of garda staff and gardaí. This lack of resources is perceived by many working in the new model as detrimental to its success. In some areas there are geographical challenges reported, as the area to be covered within the division means that travelling – for example for detectives – takes up considerable time on a shift across more than one county. In some divisions communication between the community engagement hubs and the crime hub needs to improve. It is not clear that the business services function is working to full capability in each division. This is not the experience of all divisions, and in the newer divisions there is an acknowledgement that there is a necessary bedding down period. In the main gardaí highlight the challenges as being linked to resources being available rather than to issues with the model itself.

Digital Transformation

- Throughout 2024, AGS as an organisation continued to modernise and to introduce better information and communications technology (ICT) systems. The continued roll-out of the Investigative Management System (IMS), GardaSafe and roads policing-related apps on the garda mobility device were all significant.

- There is evidence of learning within the organisation about the approach taken to the roll-out of ICT systems. For example, in relation to the IMS, there is better support now on site at the time of roll-out, facilitating training and more timely responses to issues raised.
- The organisation has begun to look at the ICT systems needed to support key areas such as finance and HR. This is an area where AGS lags behind the ICT capability of organisations which are of a similar size and geographical spread. Investment in these systems is critical for effective policing, as it would better enable the organisation to plan and manage its resources. There is also a need to examine the investment still needed in areas such as technology to assist in the identification of child sexual abuse material. Some progress has been made, but more investment is necessary to fully realise the full benefits from the initial investment. There is also investment needed in ICT to support internal processes, such as anti-corruption, discipline and performance management.

Supervision and Performance Management

- No progress was made in 2024 in implementing performance management. A performance management system is critical in supporting a culture of robust and supportive supervision. In the absence of a performance management system, poor performance is either not dealt with or managed through the disciplinary processes. Using discipline instead of good supervision and performance management inappropriately introduces fear and risk aversion to making mistakes.

Public Order

- Significant progress was made in the area of public order policing during 2024. A number of key recommendations from the 2019 Garda Síochána Inspectorate Report which were found in the Policing Authority's Review of Public Order to remain implemented, were actioned by year-end. The training of all chief superintendents as strategic commanders, significant investment in equipment, clear policy as to the purpose and approach to public order policing were all put in place. Some recommendations remain to be implemented, but the work done represented good progress in 2024.

Roads Policing

- 2024 saw the implementation of continuous 30 minutes of high-visibility roads policing per uniformed garda per shift. The reported increase in the number of lifesaver offences and lifesaver detections across the country in 2024, compared with 2023, may be an indication of the impact of this initiative.

Organised Crime

- Last year saw continued success in the AGS response to organised crime at a strategic and operational level, with the Garda National Organised Crime Bureau (GNOCB) involved in 43 international operational meetings and activities to continue disrupting organised crime groups working in Ireland. In addition, significant seizures around the country resulted in an estimated €81.6 million-worth of drugs being seized in 2024. However, previously reiterated concerns around Drug Related Intimidation (DRI) and the exploitation and grooming of children and young people into organised and drug crime remain.

Community Policing

- The roll-out of the Community Policing Framework was paused in 2024 not only to examine its effectiveness to date, but also to assess how it will work with the Operating Model.

Governance and Accountability

- The Performance Accountability Framework (PAF) is the spotlight area in this report. PAF meetings are management meetings held at station, district, division and regional level and are designed to formalise accountability for all sections within AGS. This is an area which saw improvement since its introduction in 2006 and a 2017 review that found inconsistencies in how it was conducted throughout the country. In 2024, the Executive of the PCSA attended (as observers) 22 PAF meetings across the country. There was consistency in how PAF meetings are managed with clarity of purpose and consistency in the agendas, key performance indicators and the governance issues addressed.

1. Introduction

The main function of the Policing and Community Safety Authority (PCSA) is to oversee and assess the performance of An Garda Síochána (AGS) in the provision of policing services in an independent and transparent manner.

The PCSA was formally established on 2 April 2025, following the commencement of the Policing, Security and Community Safety Act 2024. It is a successor organisation to the Policing Authority (established in 2016) and An Garda Síochána Inspectorate (established in 2006), taking on most of their existing functions. The PCSA will also play an additional community safety role in ensuring that people in Ireland are not only safe but feel safe day-to-day within their local communities.

This *Assessment of Policing Performance* is the latest in a series of bi-annual reports that assess the performance of AGS. The reports are provided to the Minister for Justice, the Garda Commissioner and other stakeholders, and are made publicly available through the PCSA website. The reports intend to provide transparency to the communities that AGS serve, the Garda workforce and other stakeholders in relation to policing performance, the oversight of policing and the outcomes of that work.

Given the size and operational scale of AGS, the report does not attempt to capture the totality of Garda performance, but rather seeks to highlight major, notable, or important achievements, as well as the identification of areas of emergent or persistent challenge or risk.

The oversight work and engagement with stakeholders, gardaí and garda management which informs and underpins the assessment of performance contained in this report was conducted during 2024 and early 2025 by the Policing Authority. The report is being published by the PCSA as the successor organisation.

Report Structure

Section 2 sets out the statutory performance framework. This is the set of priorities determined by the Policing Authority in 2021, with a notification letter sent to the minister in November 2021, and the commitments made by AGS in its

Strategy Statement ('the Strategy') against which the performance of AGS is assessed.

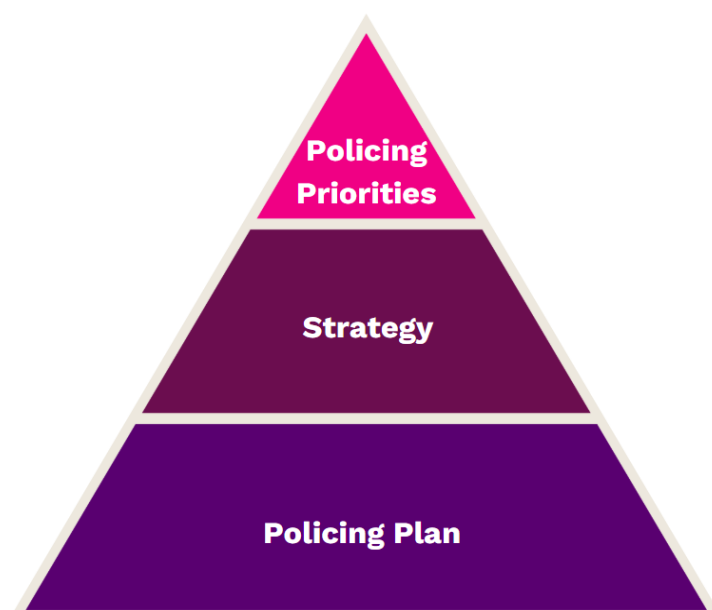
Section 3 provides an assessment of the progress made in delivering the on commitments made by the Garda in the Policing Plan during 2024.

Section 4 provides an assessment of AGS performance against each one of the five priorities.

As in previous reports, Section 5 typically focuses on one area of performance and in this report the focus is on the Performance Accountability Framework within AGS – what the Framework aims to deliver for the public and an assessment of the degree to which the process is implemented consistently and embedded in AGS.

2. Performance Framework

The Policing Priorities, the Garda Síochána Strategy Statement, and the Garda Síochána annual Policing Plan together form the performance framework against which AGS is strategically and operationally guided and has its performance measured.



2.1 Policing Priorities

One of the Policing Authority statutory functions, which carried over to the PCSA, is to set the [Policing Priorities](#). These are determined following an extensive public consultation, as well as consultation with the Garda Commissioner.

The priorities are the areas of policing that AGS are to give the most attention to in the stated period. The priorities are set for the duration of the AGS Strategy Statement, which was originally set for 2022–2024. The strategy and priorities were extended into 2025. A small number of amendments were made by the Policing Authority to reflect areas that have progressed and a number of small changes to the measures of success.¹

¹ As noted in the Half Year Performance Assessment Report, it was determined following consultation with the Commissioner, that in accordance with section 20(1) of the Garda Síochána Act, the current priorities would be extended. This decision was made mostly considering the

The five Policing Priorities that have been set for this period are:

- 1) Protecting and supporting victims and the vulnerable
- 2) Supporting and ensuring community safety
- 3) Tackling organised and serious crime
- 4) Rights-based and ethical service delivery
- 5) Development of the capacity to strategically manage garda resources.

2.2 Garda Síochána Strategy Statement

The Garda Síochána Strategy Statement is a statutory document that establishes the Commissioner's vision for the organisation over a three-year period. It sets out medium-term objectives for AGS and strategies to achieve them. The mission and objectives within the Strategy set out a range of public commitments made by AGS to both the community and the members of its organisation.

The Strategy was drawn up by the Commissioner, in accordance with the An Garda Síochána Act 2005, and approved by the Policing Authority with the consent of the Minister for Justice. As with the Policing Priorities, the current Strategy was also extended to 2025.

2.3 Policing Plan

The [annual Policing Plan](#) (the Plan) is the vehicle through which the medium-term objectives contained in both the Priorities and the Strategy will be realised. Each Plan sets out specific actions, with accompanying targets and milestones, concerned with providing an effective policing service and policing organisation. These actions represent the areas of primary focus for the organisation, its management and workforce for the year ahead and provide a lens through which performance is to be measured for that year. As with the Strategy, the 2024 Plan was drawn up by the Commissioner in accordance with the Garda Síochána Act 2005 and approved by the Policing Authority with the consent of the Minister for

uncertainty in respect of a commencement date for the PSCS Act 2024 and the establishment of the PCSA. It also related to the Authority's awareness that the Garda Síochána is developing a strategy statement for the period 2025–2027, and which the Garda Síochána Act 2005 requires that in doing so, the Commissioner shall have regard, among other things, to the Policing Priorities.

Justice. Similar to the Policing Priorities and the Strategy, the Plan was also extended to 2025.

The Policing Plan 2024 is the third annual Plan that will give effect to the Strategy 2022–2024. It is structured around *five strategic pillars*:

- 1) Community;
- 2) Tackling crime and preventative policing;
- 3) Victims and the vulnerable;
- 4) Protecting the security of the Irish State; and
- 5) Sustainable change and innovation.

These pillars are supported by *five enablers*, which are those functions and activities that need to be in place and working well in order for effective policing to be delivered:

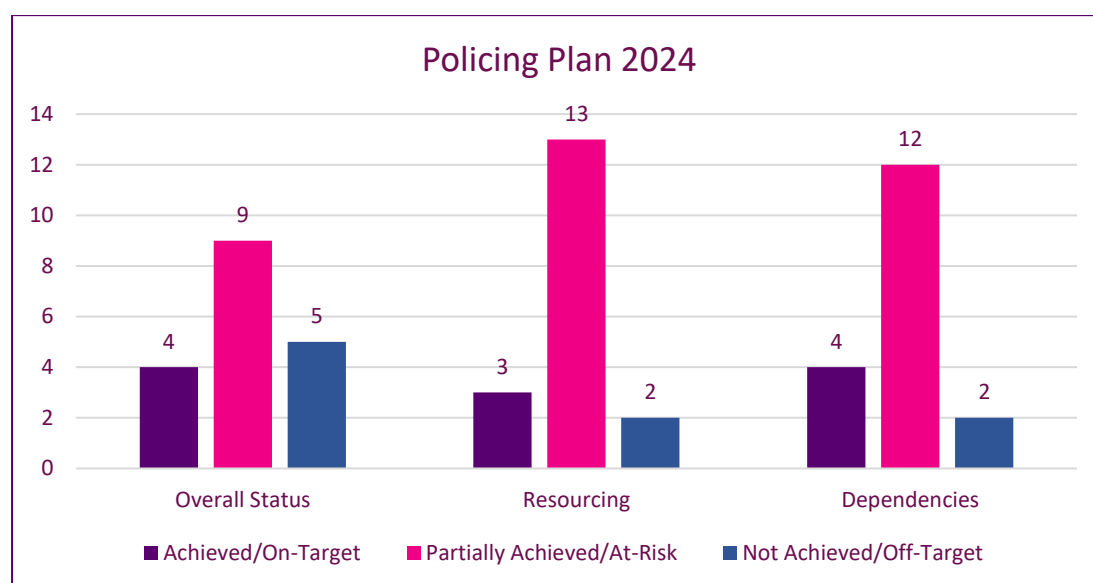
- 1) People and purpose;
- 2) Partnerships;
- 3) Engagement;
- 4) Empowerment and trust; and
- 5) Information-led policing.

3. Progress against the Policing Plan

AGS provides a Policing Plan Performance Report every quarter, which sets out eighteen targets and reports on their accomplishments and challenges in relation to those targets in the previous quarter. Eight of the targets reflect on the pillars created and the remaining ten form the targets for the enablers that support the pillars.

This section provides an overview of performance of AGS against the Plan in 2024. It should be noted that several of the targets that had a year-end focus for delivery have been extended into 2025.

Figure 1: AGS RAG status update against the Policing plan at the end of 2024



Source: AGS, Q4 Performance Report 2024

As can be seen for the chart above, four of the 18 targets ended the year with an overall status of achieved, nine were reported as partially achieved and the remaining five as not achieved.

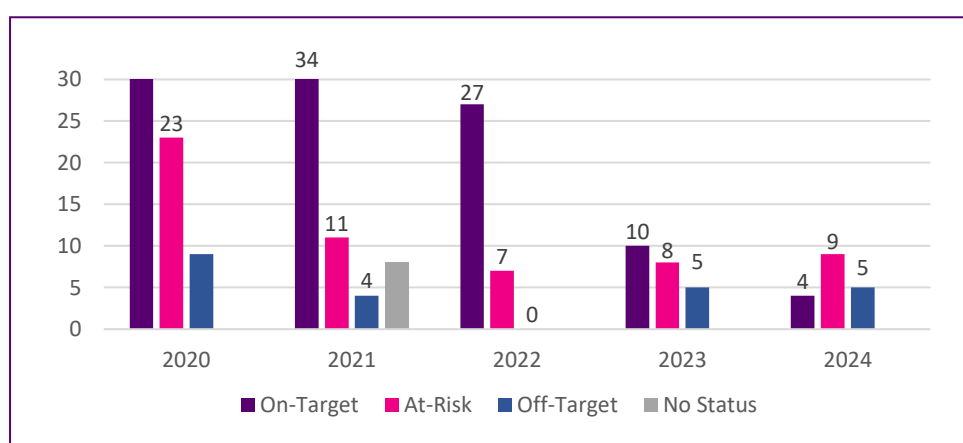
The targets considered not achieved stretch across the Plan, with only one target (relating to roads policing) achieved under the five main pillars mentioned above and two enabling targets achieved regarding wellbeing and research collaboration.

Figure 1 also shows that resourcing continues to hamper the progress of several targets, with only three of the 18 targets reported as having the resources required for the targets to be achieved, while 13 targets were only partially achieved, due to resources issues and two not achieved at all.

There is a large number of targets reported as not achieved or only partially achieved. This is an accurate reflection of AGS performance in 2024. The realism of the AGS assessment of performance is welcomed, with the majority of targets impacted by resourcing and dependencies. Arguably, as can be seen in Figure 2 below, 2024 is the first year in which such an assessment by AGS has been provided. However, AGS's reporting still lacks depth in relation to the challenges that the members and the organisation faces. There remains a tendency to list activities rather than outputs or impacts of the work undertaken. The risks to performance and the mitigations mentioned in the quarterly performance reports are set out at a high level. These could be further developed to provide a better understanding of the actions being taken to mitigate these risks and their efficacy.

As noted above, the 2024 Plan was extended to 2025. As such, and notwithstanding the realism of the AGS's reflection and the resources constraints, the PCSA hopes to see a number of the targets that have ended 2024 as partially or not achieved be progressed in 2025.

Figure 1: End of Year RAG status Comparison 2020 – 2024



Source: AGS, Q4 Performance Report, 2024

4. Progress against the Policing Priorities

This section provides an assessment of the performance of AGS against the Policing Priorities (Priorities) 2022–2024.

Each of the five Priorities, the desired outcomes and how success will be measured are set out below, along with a summary description of performance in 2024.

4.1 Protecting and Supporting Victims and the Vulnerable

Desired Outcome:

To deliver a policing service to victims of sexual crime, domestic abuse and coercive control, that is victim-centred, trauma-informed, effective in preventing and detecting these crimes, which vindicates human rights and is trusted by victims.

Success will be measured by:

- ✓ Increased reporting and detection of sexual crime, domestic abuse and coercive control
- ✓ The implementation of the recommendations from the Garda Inspectorate's report on Child Sexual Abuse
- ✓ Maintenance of the organisation's response to domestic abuse to include the levels of victim engagement, victim risk assessments and engagement with partner organisations/agencies
- ✓ Increased cyber-crime capability, resulting in higher detections of child sexual exploitation
- ✓ Implementation of the recommendations of the CAD/999 review process
- ✓ Consolidation of the operation of the Divisional Protective Services Units
- ✓ The roll-out and review of the Domestic Abuse Risk Assessment Tool to all members

High-Level Assessment against this Priority

The Policing Plan 2024 targets relating to this priority are largely reported as on target, noting some targets have ended the year at-risk.

In terms of increased reporting and detection of crime under this priority area, at a national level, the reporting of sexual crime had a noticeable increase in Q3 2024 but reverted to normal trends in Q4 of 2024. It is thought the increase was due to AGS encouraging victims to come forward to report an incident, whether recent or historical. Central Statistics Office (CSO) figures published for 2023 show that 20% of sexual offences end up being recorded as detected. There has been an increased focus on the prosecution of coercive control, with 41 prosecutions made in the period 2023–2024. There were 23% fewer (215 incidents) of child

pornography offences reported in 2024, this is an area where the figures are also influenced by the availability of AGS resources to proactively identify incidents of child pornography and not just reporting by members of the public. As reported at the end of 2024 the number of contacts per incident for victim engagement has fallen to 2.68 contacts per incident.

Domestic Abuse Emergency Calls per division have seen an increase in 2024. The table below compares 2023 and 2024 figures, broken down by region. It is important to note that the increases seen may not be due to increased crime but rather increased reporting of crime already taking place, which may reflect an increase in confidence to report.

Table 1: Number of Domestic Abuse Emergency Calls, by regions 2023 and 2024

DMR Region		Eastern Region		North Western Region		Southern Region		Overall Total	
2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
19,462	21,454	14,797	17,113	12,388	13,139	13,372	13,508	60,047	65,114

Source: Minister for Justice PQ question 2025-02-05

Domestic Violence call-backs within seven days

Those who have reported domestic abuse continued to be a focus of AGS in 2024. The organisation finished the year with a national average of 75.84% call-backs made in the specified timeframe. This marks a significant increase since the 2016–2021 period when it was reported at 44.33%. It is important to note that some divisions still report lower rates and there is inconsistency across divisions. There is a need for the organisation to better understand and address the potential local difficulties or challenges in the divisions that showed consistently lower call-back rates.

In addition, while the national average is largely improving, the PCSA recommends exploring the quality of these call-backs, in addition to the focus on the numeric target, to ensure high quality of engagement with victims.

The Domestic Violence Risk Assessment Tool

This was introduced to improve consistency in the identification of victims of domestic abuse who may be at greater risk of an escalation of violence. The risk assessment tool is a list of questions to be discussed by the garda member and the victim of abuse to assist in assessing his or her risk in their current situation. The format and interface of the tool has been revised, as per feedback received from garda members, with more improvements planned down the line. A key issue arising appears to be a lack of consistency in the approach to its use.

While organisational policy makes it mandatory for garda members to consider using the tool when attending a domestic abuse incident, it is not mandatory to use it. There are differences in approach in various garda divisions, with some divisional chief superintendents requiring members to use it in response to every incident of domestic abuse, with others working in line with policy and allowing discretion in its use. There may be situations where the use of the tool would be inappropriate at a particular time. The inconsistency in the use of the tool can impact future engagement by victims with the AGS and levels of confidence in it. The PCSA is interested to find out how effective AGS believe the tool has been at identifying those victims who are most at risk and what actions are taken when an assessment identifies high risk and if these actions are taken consistently across divisions.

Further progress was made in 2024 in relation to the implementation of the recommendations from the Garda Inspectorate's report on Child Sexual Abuse. An electronic notification system between AGS and Tusla was introduced during 2024. This system allows both parties to upload and track cases of children they were referring for attention and action, be that AGS referring a case to Tusla or Tusla referring a case for investigation to AGS. The system allows each case to have a unique identifier. Retrospective notifications and closure letters are now managed through the system's portal. However, the important project to link the Garda PULSE system and Tulsa's system remains with Garda ICT and it is unclear when it will be operationalised. Furthermore, low staffing levels in the AGS Online Child Exploitation Unit and the Sexual Crime Management Unit are reported, raising concerns as to the capacity of AGS to investigate such crimes.

Important work to strengthen the collaboration between AGS and Tusla has continued. The Data Sharing Agreement and associated policy and procedure documents for both organisations were sent to the Data Protection Officer for review. However, the agreement and procedures are still not finalised and this is reported as 'imminent'. The agreement is critical to allow for important sharing of information between the two organisations that will allow for effective and efficient response.

Joint Specialist Interviewer training was carried out in September 2024 with a cohort of 15 gardaí and 15 Tusla members. This was a significant development as joint training had been delayed for some time. Specialist Interviewer availability and in particular joint interviewing capability is critical to avoid delays in the interviewing of children who have reported sexual abuse and to avoid repeat interviewing of victims. The delays in interviewing was an area that the Policing Authority was critical of and the PCSA looks forward to examining how increased capability is reducing any delays that exist. Child Protection training was also delivered for frontline garda members.

Unfortunately, little progress was made in relation to the use of technology to streamline the processing and identification of child sexual abuse material online. Computers and software that highlight images that have already been identified by other policing organisations around the world have been provided to divisions. This is significant technology, as it means that these images do not have to be reviewed by the garda member. However, Divisional Protective Services Units (DPSU) members in some divisions cannot avail of this technology, due to a lack of training. In terms of efficiency of investigation and the welfare of members this is an area that requires attention.

The publication of the Report of the [Scoping Inquiry into Historical Sexual Abuse Cases](#) in day and boarding schools run by religious orders in September 2024 led to increases in the reporting of historical sex abuse cases. AGS received more than 500 reports of historical child sexual abuse in the weeks following publication of the report and was vocal in encouraging victims and witnesses to come forward. It was reported to the PCSA by AGS that historical sexual abuse cases are particularly time-consuming to investigate, therefore the impact on operational capacity in 2025 will need to be carefully examined.

During 2024 the Garda Strategic and Transformation office, in conjunction with the Garda National Protective Services Bureau, conducted a review of DPSUs which handle cases of sexual assault, child sexual abuse and exploitation. A draft report is under consideration. The PCSA has not yet received a copy of this review – which has been requested – and its interest will be in how the findings are being used to consolidate the operation of DPSUs nationwide.

With regard to the implementation of the CAD 999 Review recommendations, the majority of these are now implemented with policy and procedure in place to guide when a call can be appropriately cancelled. However, as with all policy and procedure, there is a need to ensure that it is being consistently and effectively followed. There appears to be an issue – raised with the Garda Commissioner in 2024 – regarding the non-cancellation of calls that should appropriately be cancelled. Divisions have reported that calls are put through for response that are not, in their view, policing matters and that this may reflect ineffective supervision within the control and command rooms and a reluctance amongst control room staff to cancel any calls. There has been what has been termed an over-correction that has resulted in a poor use of resources in the divisions. The PCSA is committed within its business plan for 2025 to reviewing the effectiveness of the changes made to the CAD 999 system to ensure they are addressing the risks identified and delivering an effective service to the public.

4.2 Supporting and Ensuring Community Safety

Desired Outcome:

To understand and respond to anti-social behaviour, crime and associated quality of life issues for communities. To address these in conjunction with its partners in a way that prevents crime, reduces fear, and results in a better quality of life for communities.

Success will be measured by:

- ✓ Rollout of the Community Policing Framework, including a review of its effectiveness and impact
- ✓ Policing with communities builds on the learning and retains the approach and tone of contact achieved during the COVID-19 period
- ✓ Fear of crime being lower, with increased confidence in the policing response to crime
- ✓ Strengthened inter-agency working at strategic national level and at local level as reported through the Authority's stakeholder engagement with NGOs, community groups and statutory bodies
- ✓ Positive engagement in the establishment and commencement of activity of the Community Safety Partnerships
- ✓ Implementation of the Garda Reserve Strategy
- ✓ Continued roll-out of the Divisional Diversity Forums and facilitating of the National Diversity Forum
- ✓ Increased reporting and detection of hate crimes
- ✓ Improve road safety in conjunction with partners through the provision of new technologies, public awareness and education, and increased information sharing
- ✓ Demonstration of a strategic and operational approach to roads policing activity, including enforcement, that is evidence-based, consistent, and responds to local and national trends

High-level Assessment against this Priority

Progress against the targets under this priority are reported as off-target and at risk at the end of 2024, due to several factors.

The rollout of the [Community Policing Framework \(CPF\)](#) which set out the organisation's approach to and resourcing of community policing was paused during 2024, pending the results of an effectiveness review. It is not clear how much progress has been made in integrating that approach with the Community Engagement Functional Areas within each division.

Community policing is a specialist function with increasing demand for community policing evident across the country. It is clear that community gardaí are important to the public in ensuring and building community confidence and trust. Communities have articulated the strong view that community policing is preventative policing and has a role in combating all types of crime. Insufficient resourcing levels available across the organisation mean that community policing

gardaí are being used to resource other areas. Garda members have echoed the view that insufficient community policing resources have a disproportionate impact on their ability to provide effective policing that enjoys the confidence of the public they serve.

It is reported that the [younger person's plan](#) has progressed, with the final documents being at an advanced stage with the Garda National Community Engagement Bureau (GNCEB). It is hoped that plan will be finalised in 2025. The PCSA regards this as a significant piece of work if it succeeds in articulating a common approach to engagement with all children whether as suspect, witness or victim. The Policing Authority engaged with AGS on this matter on numerous occasions, including in public meetings with the Garda Commissioner, and reiterated its importance. In particular, the Policing Authority noted the importance of consulting with a wide range of stakeholders while developing the plan – including young people – to ensure it captures the totality of experiences young persons can have with AGS. While the PCSA is concerned with the delays in developing this plan, it is looking forward to having sight of the final draft and to further engage with AGS on this matter.

A [Cultural and Diversity Awareness](#) training module has been finalised and is pending approval by the Garda Executive. However, work has been delayed on the development of a module on radicalisation for Garda Diversity Officers.

Furthermore, the operation of the [National Diversity Forum](#) is paused and there are considerations being made about its existence in its current format.

Engagement with diverse communities nationwide is reported as inconsistent. Some groups representing new communities have reported significant positive engagement with garda members that gives confidence to communities towards crime. Fears around deportation is reported as preventing others from reporting crime and indeed the threat of deportation is sometimes used by the perpetrators of crime to ensure it is not reported.

The PCSA welcomes the report on [Travellers' experiences](#) (Joyce, S, O'Reilly, O, O'Brien, M, Joyce, D, Schweppe, J and Haynes, A (2022) Irish Travellers'

[Access to Justice](#). European Centre for the Study of Hate: Limerick) of the justice system. The report notes that members of the Traveller community often feel targeted by gardaí in relation to crime detection, but feel ignored when it comes to reporting crimes themselves. This sense of being 'over policed' yet 'under

protected’ was highlighted in previous reports and indeed during engagements with members of the Traveller community, with the latter being conveyed to AGS. While Traveller groups continued to report this during 2024, there have also been examples of positive engagement between the gardaí and Travellers and leadership within the gardaí to create more constructive engagement, not least in Rathkeale in Limerick. There are examples therefore from which the organisation can draw learning.

The strength of the Garda Reserve at the end of the year was 319, which is a decrease of 40 from the numbers reported in January 2024. The percentage remained the same throughout the year, with 77% of the reserve strength being male. In June, a Garda Reserve recruitment campaign was launched for the first time since 2017. In terms of visibility, communities have indicated their support for the role of the Garda Reserve and this is something that needs to be considered, not least in light of the current resourcing challenges.

The 30 minutes roads policing (‘Collectively Supporting Safer Roads Network’), introduced by the Garda Commissioner for all uniformed members continued throughout 2024. Operational figures show that the number of Mandatory Intoxicant Testing (MIT checkpoints) increased nationally by 9% in 2024, compared with the first half of 2023. A large part of this increase (+21%) was within Q2 and coincided with the introduction of the 30-minute requirement. Executive engagement with AGS highlights variances in how the requirement is fulfilled, whether through organised checkpoints and speed checks or shorter elements of roads policing carried out as part of a regular shift. In some divisions the 30-minute requirement is also being used to increase garda visibility. Published data show that the number of lifesaver offences and lifesaver detections (for example, use of seatbelts and mobile phones) increased by 22% across the country in 2024, compared with 2023, despite a smaller increase (14%) in the number of MIT checkpoints between 2023 and 2024. This may be an indication of the impact of the 30 minutes dedicated roads policing by every member on every shift.

Improved road safety through the provision of new technologies is one of the success measures for this priority. It is reported that there was an increase of 67% in the number of vehicles seized by AGS for being uninsured in 2024, compared to 2023. This increase is a result of AGS access to the Irish Motor

Insurance Database that is now on the mobility devices for all frontline garda members. In addition, five static speed cameras across the country were introduced during 2024 (with four more to be introduced). A daily average of 443 fixed charge notices (FCN) have been issued in 2024 with the FCN app in the Garda Mobility Device.

Fear of crime, as measured by the Garda Síochána Public Attitude Survey shows that public worries about potential victimisation, fear of crime, and the impact of that fear on quality of life were trending upwards between 2018 and 2023 (in 2018/2019 crime had little-to-no impact on 88% of respondents, dropping to 79% in 2022 and to 78% in 2023). Results for 2024 are not yet available. This is in line with international observations and may not strictly align with policing performance, with influences including traditional and social media playing a role in perceptions of safety.

In the area of multi-agency working and community safety, AGS has participated in the three pilot Local Community Safety Partnerships which will become the new model of engagement within communities to deliver safe communities. It has also worked to develop templates for the provision of key policing data to the future partnerships that will enable collaborative working between the state agencies and non-governmental organisations (NGOs) around the table.

As reported in our mid-year performance assessment, Public Order demonstrations and protests have increased significantly in recent years. There was a 31% increase in the number of reported demonstrations (non-crime) in 2024 compared to 2023. However, the second half of 2024 saw a decrease in protests, compared to the first half. Nonetheless, policing these events has been resource-intensive for the organisation.

A review of public order policing was undertaken by the Policing Authority during 2024, in response to a request by the Minister for Justice following the events of 23 November 2023 in Dublin city centre. The review found that 11 key themes emerged and some areas deserving of emphasis are central co-ordination, management and governance issues, resourcing of public order policing, use of force, equipment and training and staff welfare. The report was submitted to the Minister for Justice and shared with AGS on 2 August 2024, and it was discussed at the Authority's public meeting with the Garda Commissioner and the Senior Leadership Team in September 2024. Significant progress was made in the first

half of 2024 in terms of investment in public order equipment and training. Policy was revised and brought up-to-date, setting out the organisation's understanding of and approach to public order policing. This included an articulation of the command model and roles within the decision-making process. All chief superintendents have undertaken the Public Order Strategic Commander training, with further training being rolled out to the Tactical and Operational Command levels. However, not all revised key policies governing public order have been finalised and published and until such time, a number of recommendations made in the 2019 Garda Inspectorate report *Public Order Policing* remain to be implemented.

4.3 Tackling Organised and Serious Crime

Desired Outcome:

To prevent and disrupt the activities of organised criminals, including those of international networks engaged in national and transnational crime and reduce their impact on communities.

Success will be measured by:

- ✓ Organised Crime being disrupted as evidenced by preservation of life, seizures of weapons, drugs and assets and successful convictions
- ✓ At community level, attempts by organised criminals to engage young people in criminality and drugs intimidation being increasingly disrupted
- ✓ Increased capacity to prevent and respond to cyber-crime including a reduction of the backlog of seized ICT devices leading to increased detections and convictions
- ✓ Increased capacity to prevent and respond to corruption, fraud, and other economic crime types

High-level Assessment against this Priority

The Policing Plan 2024 targets at year-end relating to this priority are reported as being at risk with respect to their resourcing and dependencies.

The year 2024 has seen continued success in AGS's [response to organised crime](#) at a strategic and operational level, with the Garda National Organised Crime Bureau (GNOCB) involved in 43 international operational meetings and activities to continue disrupting organised crime groups working in Ireland. This is seen in the metrics regarding seizures on the part of AGS, as well as Revenue and the Criminal Assets Bureau (CAB).

Significant seizures with an estimated €81.6 million-worth of drugs were made in 2024 bringing to near €300 million the value of drugs seized in the previous two years. Communities however remain fearful of the pervasiveness of drugs and drug-related crime. This is not to downplay the work done in tackling high-level organised crime, but the question remains as to the impact this has for communities and their experience of drug related crime at a local level across the country.

The Policing Authority previously expressed concern around Drug Related Intimidation (DRI) and the grooming of children and young people into organised and drug crime. There remains significant challenges to addressing DRI and its impacts within communities. It should be noted that this is not a matter for policing alone, rather an area which requires multi-agency work. Work is being done by AGS with the assistance of impending legislation that recognises the

human trafficking of people – especially young people – living within the state who are moved by dealers to other parts of the country to sell drugs. This legislation combined with ‘Fagan’s Law’ and existing legislation around drugs-related intimidation offers opportunities to tackle this area. Awareness of the existence of a DRI Inspector within each division is still lacking around the country. This is an important role for communities to be aware of as a resource that can assist in safety planning, not just in terms of reporting or bringing forward a complaint.

Retail Crime has come to the forefront not just in terms of volume, but also in terms of it increasingly becoming more organised and being committed in conjunction with other crimes, such as assault. The representation of young people within this crime type is also cause for concern. Engagements with AGS revealed some challenges around this particular crime. The practice of ‘bulk reporting’ of theft incidents by large retailers means that while the crime figures increase, the opportunity for detection by AGS can be lost, which impacts the number of reports and detections when dealing with this crime type.

A number of measures were taken by AGS in 2024 to respond to rising retail crime, including Operation Táirge. This operation included the development of an improved reporting dashboard for divisions and engagement between AGS and retailers around crime prevention and reduction through the Retail Theft Forum. Higher numbers of detections of this type of crime are now reported at divisional and regional level.

Increased capacity to prevent and respond to cybercrime is another measure of success for this priority and indeed, the increases in resourcing in recent years at the Garda National Cyber Crime Bureau (GNCCB) have had a significant impact on the caseload and age profile of devices being examined or awaiting examination by AGS. It is important to note that there was a 64% increase in cases received by GNCCB in 2024 and if such demand continues to increase, the work that has been done in reducing the caseload from its 2022 high may be reversed. As modern criminality continues to evolve in terms of the number of devices and technological capabilities of those devices, continued investment is needed to support the organisation as a whole. As such, the delays to the opening of cyber hubs in Cavan and Dublin is of concern, although in some cases these are due to factors outside AGS’s control.

Similar to dashboards in place in relation to Operation Thor (burglary) and Operation Táirge (retail theft), the PCSA welcomes the development of a dashboard with relation to economic crime. This is currently being tested by a restricted group for a cycle of feedback, review and revision. However, the largest risk for the Garda National Economic Crime Bureau (GNECB) remains the backlog of Section 19 referrals. These are referrals from financial institutions of incidents of fraud that are often delivered in bulk, typically sometime after the fraud has occurred. The referrals are not triaged in terms of the amounts involved by the institutions in advance of sending them on to AGS. The CSO has withheld the publication of the recorded crime data series until engagement could take place with AGS around data quality and assurance. There are two challenges for AGS, one is to deal with the backlog of referrals, while the other is to stay on top of the continuing tranches of referrals being received. Economic crime is an area of policing that has been highlighted previously in terms of the lack of resources available to it, not least in the context of the recommendations of the Hamilton Review and the continuing increase in online fraud as a crime type.

In terms of workforce planning, AGS needs to grapple with its approach to economic crime and fraud. Within garda stations, daily instances of fraud are being reported at the front counter and when speaking with garda members and probationers around the country, there is frustration around the lack of training on fraud, especially while in the Garda College. Ireland is not unique in terms of rising levels of online fraud or resource constraints, and it may be that approaches in other jurisdictions merit examination.

4.4 Rights-Based and Ethical Service Delivery

Desired Outcome:

To deliver a policing service in a manner that ensures that all those who come into contact with the Garda Síochána are dealt with in a way that: understands, respects and embodies diversity; vindicates and protects their human rights; is consistent with the Code of Ethics; and, is centred on the Garda Decision Making Model.

Success will be measured by:

- ✓ The embedding of human rights, the Code of Ethics and the Decision-Making Model in all strategic planning and service delivery functions
- ✓ The degree to which the public believes that the Garda Síochána would treat both themselves and all members of the Community fairly
- ✓ The successful rollout of, including training of all members in the use of, the Decision-Making Model
- ✓ All policies existing and new are human rights proofed, to include any policy relating to regarding the use of new technologies for policing
- ✓ The routine publication by the Garda Síochána of progressively more data and information, e.g. on its use of force and its use of any exceptional powers.
- ✓ The development of the organisational capacity and systems to publish, interrogate and respond to data and information that demonstrates the degree to which policing is fair, impartial, and non-discriminatory
- ✓ Increased diversity within the Garda Síochána workforce
- ✓ Positive improvement in the lived experience of policing within communities
- ✓ Development of the anti-corruption unit and implementation of an intoxicant testing regime and an internal vetting process
- ✓ Culture Audit outcomes demonstrate positive cultural change

High-level Assessment against this Priority

In the context of rights-based and ethical service delivery, ongoing engagement with AGS on matters related to Garda conduct continued throughout 2024, with this being an agenda item at nearly every Authority meeting with the Garda Commissioner, both in private and public.

One of the areas considered on an ongoing basis is suspensions rates of Garda personnel. As can be seen from the chart below, there are 89 members on suspension as of Q4 of 2024, 23 of whom are suspended for four to six years (suspension started in 2018, 2019 and 2020). The length of suspensions and the impact it has on trust in AGS, both from members of the public and members of the organisation remains a matter of concern. It is crucial that disciplinary matters which involve suspensions are dealt with in a timely manner. There are significant weaknesses in the existing disciplinary system, and it is hoped that the new system put in place with the introduction of the Performance and Conduct Regulations in early April 2024 will rectify it.

Figure 3: Number of Garda members currently suspended, 2018-Q4 2024

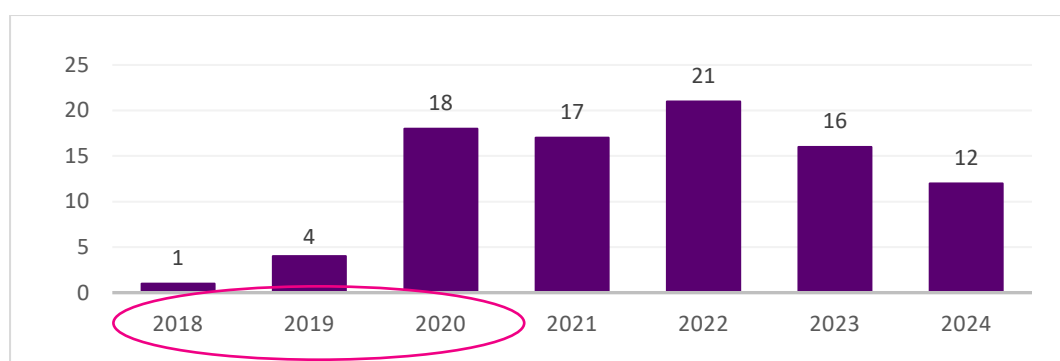


Table 2 below presents core reasons for suspensions, information that is now made available by AGS in the public domain. This was a welcome and significant development to give transparency to the type of allegations that result in suspensions. As can be seen from the table, contrary to occasional media narratives, the reasons for suspensions while varied are not frivolous but concern serious matters, including domestic abuse and sexual assault.

Table 2: Main reasons for suspensions, 2018-Q4 2024 (N = 89)

Core reason	Number of suspensions
Drink driving	8
Misuse of drugs	8
Theft, fraud and forgery	12
Fixed charge notice	9
Assault and harassment	9
Sexual harassment or assault	8
Corruption, extortion and association with criminals	6
Domestic violence act	5
Inappropriate PULSE access	5
Disclosing information	4
Child pornography	2
Total	89

Another area related to conduct and discipline which was subject to Authority oversight relates to the numbers of [complaints of bullying and sexual harassment](#) made by garda members and staff. This was first discussed at a public meeting of the Policing Authority in July 2024, when the Policing Authority introduced figures received from AGS, showing that in 2023 and 2024 there were 20 complaints of bullying and five complaints of sexual harassment. Both AGS and the Policing Authority agreed that these number reflect under-reporting, and the Authority conveyed its concern as to the sense of safety Garda personnel have in reporting these types of incidents. AGS noted at that meeting that the figures provided to the Policing Authority may not be accurate, due to misinterpretation of the request for this information and indeed provided revised figures in November 2024, which were slightly higher, but nonetheless very low considering the size of the organisation. A sense of security and confidence of Garda personnel to report such behaviours by their colleagues is crucial to encourage speaking up, countering misconduct and indeed promoting ethical behaviour. As such, the PCSA will be working to ensure that there is appropriate information gathered on the issue of sexual harassment and reporting within the garda workforce.

[In-career vetting](#) has not progressed since the previous report, due to the lack of resources and insufficient IT systems within the Garda Anti-Corruption Unit (GACU). The pace at which this target is progressing remains an area of concern, as well as the insufficient resourcing of GACU.

With respect to [substance misuse testing](#), it is reported that work continued in 2024 to refine processes in advance of the introduction of the relevant regulations. AGS has progressed this target, but until such time as the relevant regulations will be introduced, no further progress can be made. As noted in the previous report, the substance misuse testing conducted in the Garda College amongst probationers is welcomed.

The development of a new Garda Síochána [Human Rights Strategy](#) for 2025–2027 commenced in 2024, with calls for submissions to several agencies and departments, and for the first time an open call was made to the public on the Garda website. The strategy is still in draft stage and will be finalised in Q3 2025. The PCSA will continue to monitor the progress and looks forward to further engaging with AGS on matters raised in the Policing Authority’s submission.

It was reported that 1000 AGS personnel have attended the Policing and Human Rights Law in Ireland course in 2024. There is significant interest in attending the course amongst the workforce and significant numbers have completed it. With plans to continue delivering this course through the Garda College, the PCSA encourages AGS to conduct an assessment to gauge how impactful the course has been in terms of the daily delivery of policing.

The introduction of [Body Worn Cameras \(BWC\)](#), and the rollout of phase 1 of the Proof of Concept (POC) was launched on 31 May 2024. The POC is currently available to over 700 members in five stations across three Divisions – in the DMR (Store Street, Kevin Street and Pearse Street Garda stations), Limerick (Kevin Street Garda station) and Waterford Garda Station. A user experience exercise to collect feedback and gather insights from the POC has been completed, but is yet to be shared with the PCSA. The Policing Authority noted previously the importance of an [overarching policy](#) to guide the use of various novel technologies within AGS, to include BWCs, to ensure its fair and impartial usage. As such, the PCSA is looking forward to seeing progress in this area following the conclusion of the POC phase.

In the interim, the Executive engaged with members from some of the stations included in the POC and in the main, the feedback was positive, especially among younger cohorts.

It is further reported that improvements to guidance documents were made to support the members using BWCs and that AGS is planning to continue with the roll-out to the whole country in 2025. However, there may be delays in the introduction of a [Digital Evidence Management System \(DEMS\)](#) due to the need for legislation which will affect the roll-out. A DEMS is essential to effectively store, process and use the evidential material recorded.

The degree to which the public believes that AGS would treat both themselves and all members of the community fairly, along with an improvement in the lived experience of policing within communities are two key measures of the success of this priority. Data from the 2023 Garda Public Attitudes Survey highlighted that 73% of respondents to the survey reported being satisfied with their local Garda Service, while 73% of respondents agreed that AGS should address things that matter to the local community. These figures represented a slight decrease on the 2022 results. There was an improvement reported in respondents believing that

AGS treat everyone fairly, regardless of who they are. At 77% this was an increase of 14% compared to the previous year. At the same time 88% of respondents stated that AGS would treat you with respect if you had contact with them for any reason, which is an increase of 5%. A total of 75% of respondents perceived AGS as having a community focus, which was 2% up on 2022, and finally 76% of respondents reported that AGS listen to the concerns of the local people, which remained the same as the previous year.

Garda welfare is a matter of importance to the PCSA, as it was for its predecessor organisation. There was noticeable progress made in the [Health and Wellbeing](#) area in 2024, with an increase in the level of awareness and engagement with the [Garda Peer-to-Peer Support Programme](#) and [employee assistance](#). The Public Order Review noted that garda members, while appreciative of this progress, also saw support and acknowledgement from direct supervisors and local management as key elements of welfare, elements which were absent in some divisions.

4.5 Development of the Capacity to Strategically Manage Garda Resources

Desired Outcome:

To ensure that resources – finance, ICT, and capital assets – are appropriately and strategically managed and deployed to support Garda members, Garda Staff and Garda Reserves.

To ensure that this workforce is appropriately trained, skilled, managed and supported to provide a service that responds to the crime environment and needs of the public.

Success will be measured by:

- ✓ Strategic workforce plan agreed by the leadership team and being implemented
- ✓ Operating Model being rolled out and functioning consistently and effectively across the country
- ✓ Increased financial capacity that allows for detailed financial management information and analysis to assist decision making
- ✓ A comprehensive estate strategy agreed by the leadership team and being implemented in conjunction with statutory partners
- ✓ Performance management system in place for every member of the workforce with evidence of active engagement
- ✓ Comprehensive training strategy in place and implemented with the necessary structures for delivery
- ✓ Governance reporting gives confidence that processes and policies are uniformly implemented across the organisation

High-level Assessment against this Priority

Resourcing remains a significant and impactful challenge to AGS, with 13 targets at risk and two not completed due to resources.

The implementation of a [strategic workforce plan](#) is a key measure of success within this priority and indeed its importance was reiterated by the Authority almost since its inception in 2016. As such, the PCSA is concerned about the delays in introducing such a plan, as well as by the lack of a [Recruitment and Retention Strategy](#). In the current environment given a full employment market, the capacity of the Garda College and the impending eligibility of many gardai to retire, reaching a target of 15,000 garda strength will not be achieved in the short term.² Having said that, the PCSA acknowledges and welcomes efforts made in

² As noted in the Half-Year Performance Assessment Report the Authority is aware that the current rate of intake of trainees to the Garda College is likely to be mostly offset through resignations and retirements² in the coming years. To overcome this anticipated drop in membership and to expand its numbers in line with Government desire to invest in more gardaí, AGS needs to recruit and train significantly more new members every year over the next decade.

2024 to accelerate recruitment, including the increase of the allowance to probationers, the increase of entry age to AGS and the changes to vetting phases to allow more probationers to enter the Garda College (with the final phase of vetting being completed before attestation). This all contributed to the attestation of 601 members in 2024. The current Garda strength stands at 14,191 members, 3,678 staff and 319 reserves.

As mentioned previously in the report, the target to get the [Operating Model](#) fully rolled out in 2024 was not achieved, with three divisions remaining to go live in 2025. That said, the roll-out of the model represents a hugely significant milestone, being as it is the biggest structural change to the organisation in its history. The organisation has undergone significant levels of change over the past number of years in terms of structure and new systems being rolled out at the same time. This in the context of a resourcing crisis means it is sometimes difficult to discern what are issues that relate to the model and what are issues that would exist anyway, because of the lack of resources. Consolidation of and consistency in the model will remain as challenges in 2025.

[Training](#) remains an area which presents challenges for AGS. A key measure of success within this priority was the implementation of a [comprehensive training strategy](#). This has not been achieved and remains an area of concern, not least heading into 2025 where preparations for the hosting of the European Union (EU) Presidency and the roll-out of training in the new conduct and performance regulations will invariably consume training capacity. A strategy setting out how prioritisation occurs, and how risk is assessed in relation to training commitments that cannot be realised is critical.

Another area of concern, which was reiterated by the Policing Authority in numerous engagements with AGS is the lack of a fit-for-purpose [performance management system](#). In the absence of such a system there is little guidance as to how poor performance might be dealt with, outside of bringing these matters into a disciplinary process. This has an inhibitory impact on a member or staff member, highlighting mistakes they may have made but also feeling empowered to take decisions. Progress in this area will remain a focus for the PCSA, particularly with the introduction of the Performance Regulations in April 2025.

The [Garda Mobility Devices](#) continue to be an invaluable tool in frontline policing, with ICT continuing to upgrade and develop new apps to streamline processes for the members. It was reported that 100% frontline coverage was achieved in 2024.

In terms of financial capability, overtime continues to be used to deliver routine policing services, with the three highest being crime investigation (22%); court attendance and security (14%); and crime prevention and public order (16%). Engagement with senior Garda members reveals a strong emphasis in 2024 on effective controls being in place for the management of the overtime budget, with some divisions being more successful than others.

The transfer of all non-core duties to other agencies regarding Immigration has been completed. This will allow the garda members to transition to operational policing roles such as multi-agency workplace inspections, outstanding deportations and dealing those immigrants involved in crime.

5. Spotlight on Managing your calls for Service

5.1 Introduction

An Garda Síochána (AGS) receives reports each day – in person at the counter in Garda stations and through the 999 system from members of the public.

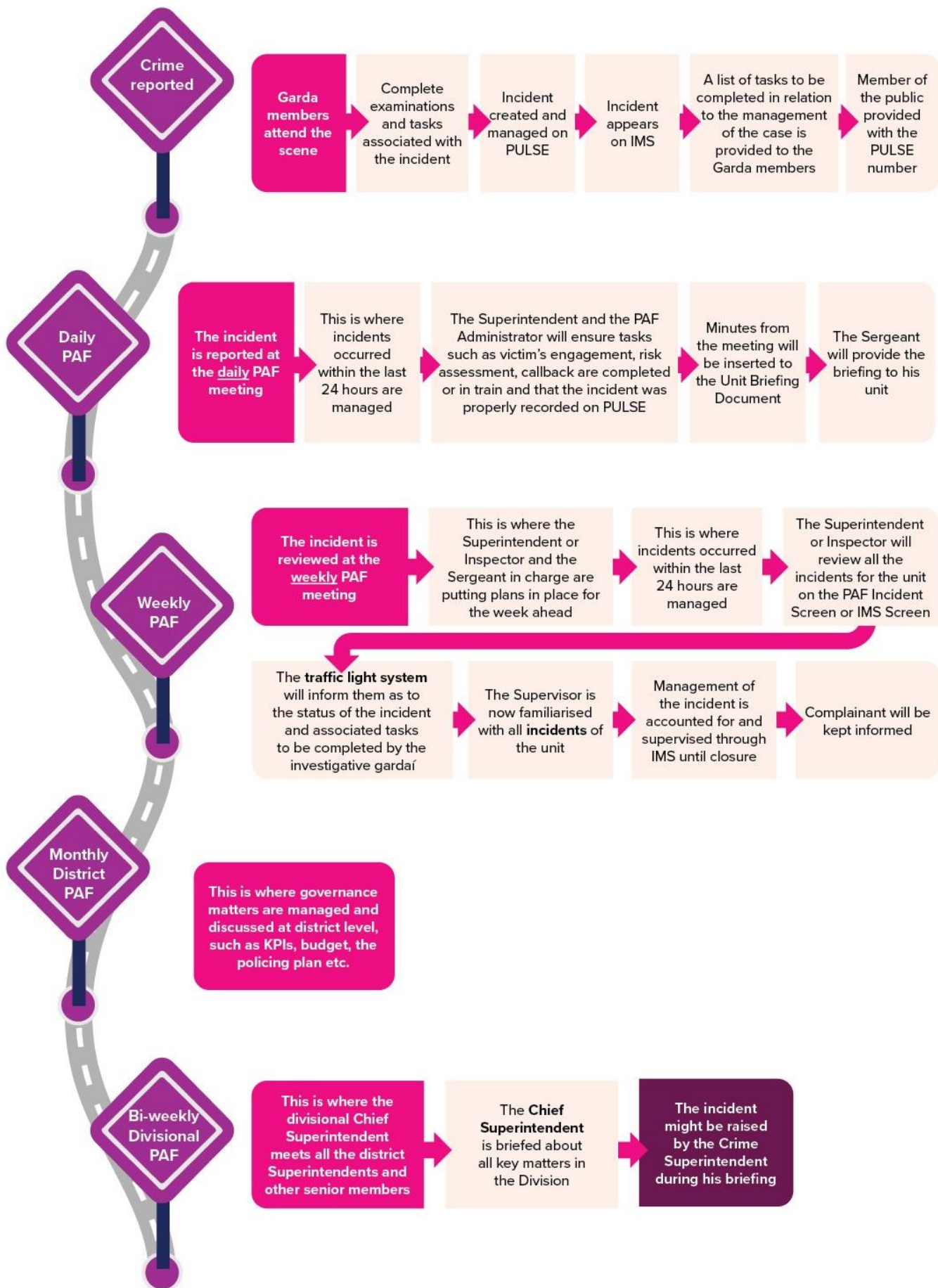
It was reported that there were 1.2 million calls made through 999 to the 4 regional control centres across the country in 2024. The regional control centres manage approximately 5,000 emergency and non-emergency calls in a 24 hour period.

These reports become incidents on the PULSE system and are assigned a PULSE number. This spotlight section sets out how AGS manages all of these incidents to ensure that they receive the appropriate attention, are assigned the appropriate resources and that progress in investigating each incident is tracked.

It also sets out how management within stations and then at divisional and regional level stay on top of the work that is being done, what issues are arising and to what degree the work is in line with the objectives and targets set at a national level.

This is done through the Performance Accountability Framework (PAF). This section sets out how the PAF system works, both for a member of the public and for the Garda workforce. It is included in this report as in 2024 examining the consistency of the PAF process at divisional and regional level was the focus of oversight.

How the Performance Accountability Framework functions



PAF meetings are management meetings held at station, district, division and region level and are designed to formalise accountability for all sections within AGS. They infer more responsibility on supervisory staff within AGS, and as such a better follow-up on local incidents and assurances that tasks are completed, and that a consistent high-standard service is delivered across the country.

In other words, when a person calls AGS for service or to report a crime, that person can be assured that irrespective of where the person lives, his or her complaint will be investigated and supervised in a consistent manner.

While these meetings were introduced in 2006, they had not been utilised formally and consistently across the country and there was no standardised approach to supervision or tracking cases. In addition, members were not routinely paraded, briefed and tasked at the commencement of their duties.

A thorough review of the PAF was conducted in 2017, which included a series of consultations with external and internal stakeholders and experts. Following this review revised processes and procedures were introduced in 2018 and made available to all garda personnel through the Garda Portal. These procedures included clear sets of guidelines and lists of items to be reviewed at each level of PAF meeting.

The overarching aim was to re-introduce a standardised and consistent approach to PAF meetings at all levels nationwide, to facilitate accountability for and oversight of all services provided by AGS. In essence, it is designed to ensure that the appropriate levels of supervision are in place to support members in the execution of their duties, alongside appropriate levels of management and oversight for incident management. The different levels of PAF meeting and what is covered at each is set out below.

The different levels of PAF meetings

Station Level	Daily	Management of incidents within the previous 24 hours by the Superintendent/Inspector, Sergeant in charge and PAF Administrator; provision of direction in the management of incidents; discuss availability and deployment of resources; provide a Unit Briefing Document.
Station Level	Weekly	Usually held on Mondays or Fridays; planning for the week ahead; review of all incidents on the PAF Incidents Screen or IMS screen ; Using the traffic light system to ensure task associated with every incident are completed; all supervisors are familiarised with incidents assigned to their direct reports
District Level	Weekly	This is where a weekly Incident Management takes place to allow a detailed look at the progress of investigations relative to the Unit rostered.
District Level	Monthly	Addressing governance at District Level, whereby the District Officer takes a more strategic look at ongoing issues and newly presented issues; attended by all supervisory staff who provide updates on activities done and planned; reviewing of issues related to the policing plan, reviewing of KPIs, finance and budget, sick leave and absenteeism; problem solving.
Divisional Level	Fortnightly	Focuses on the overall management of the Division, including the governance of Districts to ensure that key risks are being addressed and identified; Allows oversight for the Chief Superintendents on cases, incidents and performance within their divisions; Attended by all divisional Superintendents and heads of functional areas in Operating Model Divisions; Agenda is usually aligned with the Policing Plan.
Regional Level	Monthly	High-level oversight; focus is on the governance of key areas of risk and ensuring adherence to policy and national priorities; chaired by the Regional Assistant Commissioner; attended by all divisional Chief Superintendents; review of crime statistics in the region, identification of trends; resources management.

5.2 Assessment of consistency of PAF

In 2024, as part of its oversight work, Authority staff attended 22 PAF meetings as observers. This included 19 at divisional level and three at regional level across the country.

There was consistency in how PAF meetings were managed, with clarity of purpose. There was consistency in agendas; key performance indicators the governance issues addressed; reporting formats; and the ranks and responsibilities of those attending. Whether the meeting was held in Limerick, Kildare or Donegal, all the above were consistent.

This marked a noticeable improvement in the consistency of processes for governance and oversight within AGS.

Particularly noticeable was the key role of the performance assurance superintendent, which brought the concentration of all performance related metrics and inspections or audits of any area of concern under one superintendent. This was reported by the chief superintendents as a significant advancement in being assured that there is attention being given to areas of, or potential areas of risk.

Similarly, attendance at PAF meeting throughout 2024 demonstrated the role of the business services lead at each meeting as a key member of the divisional management team – reporting in on finance, human resources and facilities – and the centrality of these discussions at the PAF meetings.

The consistent operation of PAF meetings across the country marked the success of the PAF project, which sought to increase the standardisation and consistency of these management meetings. More ICT developments are planned to further enhance the PAF.