

# An Garda Síochána Annual Report 2014

The mission of An Garda Síochána is working with Communities to Protect and Serve





An Garda Síochána

# 2014 BY THE NUMBERS

2,369

people charged under anti-burglary Operation Fiacla



€698m

worth of controlled drugs seized



100,000

subscribers to Text Alert crime prevention scheme



2,315

fingerprint hits from cases dealt with by Fingerprint Section



621

Organised crime gangs targeted

226,731

Fixed Charge Notices issued for speeding



105,000

Followers on @gardatrafic



9,179

missing persons cases investigated



1,376

flights flown by Garda Air Support Unit



16,329

GARDA STAFF

Garda members: ... 12,799  
Garda Reserves: ..... 1,124  
Civilian staff: ..... 2,406

See [www.garda.ie](http://www.garda.ie) for more information

# Foreword



I am pleased to present the 2014 Annual Report of An Garda Síochána that details the work carried out by the organisation on behalf of the State, its communities and its people.

2014 saw An Garda Síochána face many challenges. However, we are determined these events will come to define the organisation in a positive manner. The challenges we faced gave us an opportunity to evaluate numerous aspects of how we carry out our work and we began putting in place an extensive transformation programme.

In doing this, we are taking on board the views of our members, previous reports and most importantly the views of the public. We have dedicated hard-working Garda members, staff and Reserves who are open to a culture of change, placing the needs of the public at the heart of everything we do.

This Annual Report is a real demonstration of the professionalism, dedication and commitment shown by our staff. Although it cannot possibly cover the multitude of activities undertaken by our people, it does show the benefits of our focus on maintaining and strengthening our long-standing relationships with communities.

From successes in tackling burglaries to significant drug seizures as a result of intelligence-led policing, to protecting and supporting vulnerable people and groups, these would not have been possible without the support and engagement of communities.

Partnership is also at the heart of maintaining our national security. During the year, we worked closely with national and international colleagues, especially the Police Service of Northern Ireland, to disrupt and thwart subversive activity through arrests and major seizures of firearms and explosives.

We also worked hard with stakeholders such as the Road Safety

Authority in conjunction with the general public, to make our roads safer through education and enforcement. Unfortunately, last year saw another increase in road deaths. While the level of road deaths in 2014 was half that in 2004, one death is one too many and is the cause of untold heartbreak to the loved ones left behind. We will continue to maintain a strong focus on road safety, but all of us as road users also have to take personal responsibility for our behaviour on the roads and ensure we travel with care and consideration for others.

Our partnerships with Government Departments, State bodies and key stakeholders are also vital. A prime example of this was the joint operation in September between An Garda Síochána, Revenue Customs and the Irish Navy, assisted by agencies in France, the UK, and Portugal, to seize cocaine worth approximately €358m off the coast of Cork.

As with all other public sector bodies, An Garda Síochána introduced a range of measures designed to increase efficiencies and cut costs, while ensuring we maintained an effective police service.

While these efficiencies, allied to the changes in how we operate, means policing is being delivered differently, our focus on protecting and supporting communities, and particularly victims of crime, remains steadfast.

In a very welcome development, 2014 saw the re-introduction of new students to the Garda College for the first time since 2009. I am confident the injection of new ideas and abilities they will provide, combined with our experienced and knowledgeable people, will ensure An Garda Síochána continues to evolve, innovate and serve the citizens of the country with distinction, creating a police service, in which our communities can have pride, confidence and trust.

Nóirín O'Sullivan

Commissioner of An Garda Síochána

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# Fighting Crime

## Criminal Assets Bureau

The Criminal Assets Bureau was established by Government in 1996. The Bureau's remit is to target the assets, wherever situated, of persons which derive or are suspected to derive, directly or indirectly, from criminal conduct.



Since its inception the Bureau has been at the forefront of fighting organised crime.

The Bureau is a statutory body with staff drawn from An Garda Síochána, the Office of the Revenue Commissioners (including Customs), the Department of Social Protection and the Department of Justice and Equality.

The Bureau is obliged, pursuant to Section 21 of the Criminal Assets Bureau Act 1996/05, to present a report to the Minister of its activities for the preceding year.

During 2014, assets targeted by the Bureau emanated from crimes associated with drug trafficking, fraud, theft, fuel laundering, cigarette smuggling and foreign corruption.

Divisional Asset profilers trained by the Bureau continue to provide a criminal asset profiling service in each Garda Division to target criminals operating within their area, with particular reference to targeting middle ranking drug dealers and others benefiting by derived assets from criminal activity.

On the international scene, during 2014, the Bureau continued to participate in the Camden Assets Recovery Inter-Agency Network (CARIN).

CARIN is an international informal network of experts-practitioners in the field of asset tracing, freezing and confiscation.

The Criminal Assets Bureau continues to participate in the Cross Border Excise Group and the Cross Border Fuel Group, two bodies targeting illegal smuggling of tobacco and alcohol and the laundering of fuel. The Criminal Assets Bureau also continues to be an active member of the ARO (Assets Recovery Offices) framework and is a member of the sub-group

## Garda National Drugs Unit

The Garda National Drugs Unit (GNDU) has overall primary responsibility for Drug Law Enforcement. It has a national and international remit and works in collaboration with Revenue's Customs Service, the Irish Navy and the Police Service of Northern Ireland.

The GNDU carries out long term strategic and short term tactical investigations into the activities of Organised Crime Gangs (OCGs) based both here and on the European continent from where drug traffickers ply their trade to the detriment of Irish communities. The GNDU liaises with other European Police Forces and has strategic partners in the United Kingdom, Spain, Holland and Belgium; countries where OCGs affecting the Irish jurisdiction tend to be the most proactive.

In 2014 the Garda National Drugs Unit arrested 60 persons in connection with drug trafficking offences with €698,234,000 of controlled drugs seized which included Cocaine, Heroin, Herbal Cannabis, Cannabis Resin and Ecstasy. In total 43 significant seizures were made.

Among the most successful investigations carried out by the Garda National Drugs Unit in 2014 were:

**Operation Ironstone:** A strategic drugs investigation into drug importation within the State resulting in a number of significant drug seizures (8) with a total value of €6.7m.

**Operation Really:** A strategic drugs investigation into illicit drugs importation into the State resulting in a number of significant seizures (7) with a total value of €7.1 m.

**Operation Ledger:** A strategic illicit drugs investigation into drug importation and distribution within the State resulted in the seizure of Cannabis Herb with a value of €5.4 m.

**Operation Valsa:** This was a strategic drugs investigation with the Garda National Drugs Unit liaising with the Marine Analysis and Operations Centre in Lisbon, The Joint Task Force and The Irish Navy which resulted in the seizure of 1,025 Kgs of Cocaine off the Cork coast. The value of the seizure is €358,750,000.

**Operation Fleece:** This was a strategic drugs investigation with the Garda National Drugs Unit liaising with the Marine Analysis and Operations Centre in Lisbon, and the Spanish authorities which resulted in the seizure of 600 Kgs of Cocaine off the Spanish coast. The value of the seizure is €210,000,000.

**Operation Obeo:** This was a strategic drugs investigation with the Garda National Drugs Unit liaising with the English Police which resulted in the seizure of 300 Kgs of Cocaine in

Portsmouth, England. The value of the seizure is €105,000,000.

### Test Purchase Operations:

Targeting mid range and low level drug dealers nationwide. As a result of these tactical investigations, 55 dealers were arrested in respect of 251 criminal offences.



### National Drugs Strategy 2009-2016:

The strategic objective of the National Drugs Strategy 2009-16 is to continue to tackle the harm caused to individuals and society by the misuse of drugs through a concerted focus on the five pillars of supply reduction, prevention, treatment, rehabilitation and research. An Garda Síochána is committed to tackling the supply of drugs at all levels in keeping our commitment to the National Drugs Strategy. Garda Policy is reflected in the National Drugs Strategy and as part of the delivery of drug policy, An Garda Síochána have the responsibility for the implementation of 15 Actions under the Strategy.

In response to the issue of Drug Related Intimidation under Action 5 of the National Drug Strategy 2009 – 2016, An Garda Síochána has developed a clear policy as recommended under the Strategy in conjunction with the National Family Support Network. A framework has been developed 'the Drug Related Intimidation Reporting Programme' and is now in place on a National level. An Inspector has been nominated in every Garda Division throughout the country to act as the single point of contact (SPOC) to ensure that there is an appropriate and effective response to this issue. An Garda Síochána will ensure a confidential, safe and effective means of dealing with reports of intimidation and providing families with sufficient support. An Garda Síochána continue to meet our obligations under the National Drugs Strategy 2009-16.

The work of the Garda National Drugs Unit in 2014 has had a major impact on the drug trafficking community both here and abroad. The arrest and prosecution of individuals involved in drug trafficking activities and the disruption of supply routes has severely impacted on those intent on destroying the fabric of Irish society through the illicit drugs trade.

## Operation Fiacla

Operation Fiacla was initiated to target suspects engaged in robbery, aggravated burglary and burglary offences throughout the jurisdiction. It is a national Garda operation with focus on offenders defined as Inter-Regional Travelling Criminals (IRTCs) under An Garda Síochána's National Crime Model. It supports the six regional anti-burglary operations by targeting IRTC's on a national basis using the resources available to National Support Services, Garda Síochána Analysis Service and Crime and Security.

The number of persons arrested and charged as part of Operation Fiacla and the supporting Regional Operations for the period 01/01/2014 to 31/12/2014 is as follows:

- *Number of Persons Arrested: 4,078.*
- *Number of Persons Charged: 2,369.*

Data analysis at a national level shows that there has been a considerable level of success in relation to reducing the number of burglary offences committed since Operation Fiacla was introduced.

## Garda Air Support Unit

In 2014 GASU aircraft flew over 1,250 hours on 1,376 flights while attending to over 2,100 incidents covering almost every Garda Division throughout the country; this included almost 300 night flying hours.

### Operation Fiacla

The Garda Air Support Unit supported Operation Fiacla with 71 incidents attended during the year. The Unit was involved in the arrests of 18 suspects and three vehicles were located.

The Air Support Unit was also involved in a wide-range of incidents in 2014.



Some examples outlined below:

### Incident 1

While on patrol a crew responded to a report of a robbery at a restaurant in north Kildare. A suspect had held up staff at knifepoint, but nothing was taken. The crew conducted a search of the area using the thermal image camera (TI) and located a person acting suspiciously in a park. The crew contacted ground units while simultaneously tracking the suspect through numerous estates. They could see that the person was carrying something in his hand, he went behind some trees and came back out without the object. Shortly afterwards he was arrested by ground units directed to his location by the helicopter crew. The crew then directed the ground units to the area where he had discarded items and a balaclava, knife and jacket were recovered.

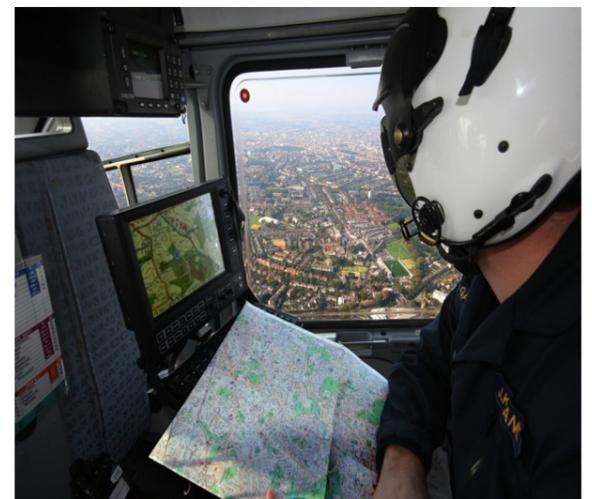
### Incident 2

On a November night a crew were requested by Command and Control to assist in a search for five missing girls. The girls had left the car park at Deerpark Golf Club on foot

and had lost their bearings on a steep hill between Howth and the Golf Club. The helicopter deployed overhead the search area and with the use of Thermal Image (TI) camera and Night Vision Goggles (NVGs) the crew located the missing girls. There was a sheer drop immediately ahead of them. The crew used the on-board 'skyshout' loud hailer system to tell the girls to stop where they were and to remain together. The helicopter relayed information to ground units who located the girls and guided them to safety.

### Incident 3

In the early hours of the morning a crew responded, while airborne, to an intruder alert at a warehouse facility on the Naas Road. As the helicopter arrived on scene the crew, using the Thermal Image camera, observed two suspects hiding in a ditch near the entrance to the warehouse. They then observed a car draw up alongside the suspects and they both began loading boxes into the car. The two suspects then got into the car and it left the scene. The crew directed responding ground units and the car was eventually stopped and four suspects were arrested. A large amount of electrical goods were recovered from the car.



## Garda Mounted Unit

The Garda Mounted Unit responded to numerous and various requests throughout 2014.

Typical deployments attended by the Unit were primarily crime prevention based. The unit also cover public order, crowd control and rough terrain searches.



For example, the Unit helped in the segregation and detention of a number of travelling football fans for the Shamrock Rovers' Champions League qualifier soccer match against a Polish team at Tallaght Stadium. The arrests were only possible because of the Unit's ability to ride into and split up the hostile crowd, and positively identify the main troublemaker.

The Mounted Unit assisted in an intensive crime prevention programme in the run-up to Christmas in Dublin city centre with specific targeting of the Grafton Street area.

The Unit also carried out a number of traffic checkpoints throughout the year, issued fines on the spot, and participated in the "Open City Initiative" during the month of December.

In the absence of specific requests, the Unit pro-actively deployed to various Districts throughout the city with an emphasis on high visibility crime prevention patrols. It regularly visited areas where predominately elderly residents reside to engage and reassure them of a policing presence.

The unit was also actively involved in community related engagement such as school visits, community family days, and Open Days at Garda Stations.

## Garda Dog Unit

The Garda Dog Unit assisted a significant number of investigations during the year. Some examples are below.



### Detection of drugs (heroin) value €150,000

As a result of Garda Dog "Ben" indicating at a drawer in a dressing table in the bedroom of a house in Tallaght, Garda handler found a quantity of cocaine in a bag valued approx €5,000. Gardaí continued searching and the dog indicated to a pile of rubbish beside the bin in the kitchen. On examination, a vacuum packed package was found to contain a

kilo of heroin valued approx €150,000. Ammunition was also found by a local member concealed in the chimney.

### Recovery of Shotgun

Gardaí responded to a request for assistance to search a disused site in Inchicore, Dublin. Garda Dog "Boo" indicated to an area around a manhole covered with rubble. The manhole cover was removed and a shotgun in a carry case was revealed. There was also an ammunition belt full of cartridges.

### Discovery of missing males, Co. Meath

Following a request from investigation team, Ballymun, Garda handler with his general purpose dog was conveyed by boat to Inchacup Island by the Garda Water Unit. Within a short period of time, Garda dog "Dfor" began indicating to a particular spot. On further investigation, and with the assistance of the Garda Water Unit and scenes of crime investigators, two bodies were discovered. The two bodies were subsequently identified as missing persons.

## Garda Water Unit



The Garda Water Unit was directly involved in a number of successful operations during 2014 such as:

- Search and recovery of numerous missing persons.
- Provided security cover for a number of areas during the Giro D'Italia cycle race
- Recovery of kitchen knife used in a serious assault in Cork city following a party. The injured party almost died after the assault.

Assisted the highly successful "Polar Plunge" event in Athlone for Special Olympics Ireland.

## Maritime Analysis Operations Centre Narcotics MAOC(N)

An Garda Síochána's commitment to the Maritime Analysis Operations Centre – Narcotics MAOC(N) in Lisbon continued to yield operational and intelligence results for Ireland and European partners in combating trans-Atlantic maritime trafficking of cocaine. Particularly relevant to Ireland in 2014 was the seizure of 1.025 tonnes of cocaine from the yacht Makayabella, which was co-ordinated through MAOC(N) the centre.

An Garda Síochána also contributed significantly to other seizures made by European partners. In 2014 the Centre contributed to seizures of 7.262 tonnes of cocaine and 180.293 tonnes of cannabis.

The seven participating countries in MAOC(N) are Ireland, United Kingdom, Netherlands, France, Spain, Portugal and Italy.



The Country Liaison Officers (CLOs) at MAOC-N represent the police, customs, military and maritime authorities of the participating European nations, and includes one Detective Sergeant from An Garda Síochána and a HEO from Irish Customs.

## Garda Síochána Analysis Service (GSAS)

In 2014, GSAS continued to support the organisation across the key priority areas identified in the Strategy Statement 2013-2015.

### **Reduced Crime, Safe Roads**

GSAS continue to support operational activity targeted at reducing property crime (including burglaries, thefts and robberies) and roads policing. A common theme of the work of GSAS has been to provide information to support the efficient and effective deployment of resources. This includes:

- Identifying the most problematic offenders responsible for crime.
- Identifying key locations (or hotspots) where crime is most likely to occur.
- Provide on-going analytical support to serious crime investigations.
- Conduct analysis of collisions in order to inform resource deployment to problem areas.

### **Ensuring safe communities and safe homes**

GSAS has also conducted analysis and research in 2014 to help support safer communities and homes. For example, GSAS Analysts continued to:

- Examine public order issues, anti-social behaviour and assault
- Provide support for the delivery of the Garda Youth Diversion Project, a multi-disciplinary, local community approach to tackling crime and disorder by young people.
- Provide support to help the development of crime prevention campaigns, providing the necessary information to help formulate strategies. This includes working with multi-agency forums to tackle problems such as metal theft and theft from shops.

# Garda Technical Bureau

## DNA Tracking System

The Criminal Justice (Forensic Evidence and DNA Database System) Act 2014 allows for the establishment of a DNA Database by Forensic Science Ireland (FSI). An Garda Síochána are responsible for the taking and transmission of DNA reference samples to Forensic Science Ireland (FSI). The DNA Database System is used for identification of suspects or linking of crime scenes in the investigation and prosecution of criminal offences. It will also be utilised in missing person cases for the identification of unknown deceased persons and seriously ill or severely injured persons who are unable to indicate their identity.

Detective Superintendent at the Garda Technical Bureau Project Management Office has implemented an education and communication plan for the Garda organisation in relation to the new DNA legislation. This plan includes the development of a comprehensive Code of Practice for the taking of DNA reference samples and interagency protocols with FSI regarding transmission and reporting of results and destruction of samples/profiles.

To ensure compliance with legislation, the Garda Technical Bureau Project Management Office in conjunction with Garda IT Section developed a DNA Sample Tracking Application to facilitate the management of all information associated with all DNA reference samples.

DNA Sample Tracking Application is available on An Garda Síochána Portal which is accessible from all PCs on the Garda network. The tracking application forwards the information electronically to the National Forensic Co-Ordination Office (NFCO), Garda Headquarters and Forensic Science Ireland (FSI).

The National Forensic Co-Ordination Office (NFCO) is responsible for the following:

- Maintaining a record of all DNA Reference Samples taken
- Management and monitoring of destruction of profile in accordance with legislation
- Management of identifications or "hits"
- Provision of guidance regarding DNA sampling
- Collation of organisational DNA related statistics

## New EVO-Fit Software for Facial Identification

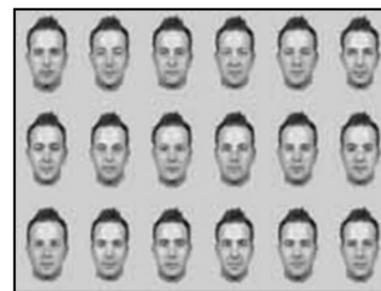
Facial Identification Operators who are members of the Garda Technical Bureau Photographic Section underwent training in the new EVO-Fit software system, which will replace the older outdated CD-Fit system.

EVO-Fit is a modern Police Sketch system in use by police services in the UK, Europe and the US and the software runs on modern Windows-based PCs and laptops.

The EVO-FIT Unit will interview victims and witnesses of crime and produce a likeness of the suspect based on the witness or victim's description.

Uses for the system include:

- Identifying a suspect in a wanted poster.
- Additional evidence against a suspect
- Assisting investigation in providing leads.
- Warning a vulnerable population against serial offenders.



## Garda Fingerprint Section

### Educational Achievements

In the academic year 2014, eight Detective Gardaí completed their fingerprint training and became fingerprint experts. To become experts, the members had to undergo a five year training programme with the National Police Improvement Agency training college in the UK in conjunction with Teeside University. The portfolios for the university required the members to complete ten comprehensive written case studies covering the analysis, comparison and evaluation of latent finger/palm marks, crime scene examination, fingerprinting cadavers, chemical examination of exhibits for latent fingerprint evidence and the preparation of two cases for presentation and examination for court.

### Ballistics

#### Educational Achievements

2014 was a year of notable academic achievement for the Ballistics Section. One Detective Garda was conferred with a Master of Science in Firearms Examination from the University of Strathclyde. Two other Detective Gardaí completed their Forensic Science Society Diploma in Firearms Examination, also conferred by the University of Strathclyde. A Detective Garda successfully completed a Masters Degree in Forensic Ballistics and will be conferred in Cranfield University in 2015.

**The number of cases dealt with in the Fingerprint Section in 2014 was 12739 files with 2315 hits resulting.**

**Ballistics Section received 778 cases including 73 IED (Improvised Explosive Device) type. Examination identified 19 firearms and the Section issued 657 Technical Reports/Statements.**

## Documents Section

### FADO (False and Authentic Documents Online)

The EU database of travel and identity documents, which is online throughout the EU, is now being implemented by Ireland. Three Irish documents have been accepted onto the system and further documents are due to follow.

FADO is now set up in Dublin Airport and has been made available for all members of GNIB. iFADO (FADO and iFADO are linked systems) has also been made available from the Document Section to the RSA (Road Safety Authority) and has also been made available to the Department of Social Protection's Client Identity control Unit. FADO is the system only available in the Document & Handwriting Examination Section while iFADO is the database that has been made available to all GNIB officers and to selected outside agencies.

## Garda Bureau of Fraud Investigation

The Garda Bureau of Fraud Investigation developed a new fraud investigating training course and 43 Garda members underwent this training in 2014.

The course covers all aspects of the criminal law, policy and procedures, pertaining to fraud investigation. Speakers from bodies such as the DPP, Revenue Commissioners, Department of Social Welfare, the Central Bank, MABS and the private sector presented on the course, as well as Senior Counsels Remy Farrell (Cartels and Whistleblowers) and Shane Costello (Criminal Justice Act 2011), on their ongoing interaction with An Garda Síochána in the area of Fraud Investigation and prosecutions.

Key note presentations were given by FBI Agent Gregory Coleman and Mr Paul Gillen. Agent Coleman investigated and prosecuted Jordan Belfort – (the so-called “Wolf of Wall Street”). Mr Paul Gillen is Head of Operations at the European Cybercrime Centre (EC3), Europol, in The Hague and spoke about the operation of EC3 and the important assistance it gives to law enforcement all around Europe, focusing on a current operation EC3 is currently assisting GBFI with.

2014 saw the culmination of the Section 60 Companies Act 1963, strand of the investigative work being engaged in by the GBFI members on secondment to ODCE as part of the investigations into the affairs of the former Anglo Irish Bank Corporation Plc. This offence had never previously been prosecuted in this jurisdiction. After a trial in the Circuit Criminal Court, two former directors of Anglo Irish Bank were found guilty on ten of the sixteen counts under section 60 of the Companies Act 1963 and one former director was found not guilty on all of the counts.

Following the completion of this strand the Garda unit has been actively involved in concluding another strand of the investigation namely the Section 197 Companies Act 1990. This is another offence which has never been previously prosecuted on indictment in this jurisdiction.

### Operation Mocha

Operation Mocha is a cross border European wide investigation into an Organised Crime Gang (OCG) operating in Ireland and across Europe in the area of auction side fraud. The operation was started by GBFI in Ireland in October 2013.

The OCG identifies existing and well-known genuine companies specialising mainly in selling/renting/leasing plant machinery or construction equipment/vehicles, and create a fake website based on this companies name. After creating it, the suspects publish advertisements for equipment they do not possess. They wait to be contacted by the potential buyers, either via phone or email and they try to convince them about the legitimacy of the transaction. At the end of any such deal, they provide them with a fake invoice, which they say it is perfectly legal and authentic, but is not. As a result of Operation Mocha, two people were convicted in June 2014 on 36 charges.

## Europe-wide Metal Theft Day of Action led by Europol

From the 21<sup>st</sup> to 22<sup>nd</sup> of May 2014 An Garda Síochána took part in a European wide “Day of Action” targeting metal theft. The Day of Action involved internal and external stakeholders, including the Revenue Commissioners, Local Authority Environmental Enforcement Officers, Social Welfare Officers, Public Service Vehicle Inspectors and Immigration Officers and was supported by Gardai from local core policing units including, Community Policing Units, Traffic Units, Detective Units and Regional Support Units.

The Garda Síochána Analysis Service (GSAS) provided analytical support to the operation by identifying trends in metal theft in the various Garda Regions.

The main planks of the Day of action included:

- (a) targeted patrols of metal theft crime hotspots.
- (b) multi-agency checkpoints on routes used by suspects and
- (c) searches of suspects premises and vehicles.

The Day of Action led to the arrest of 27 persons for a variety of offences including burglary, theft, road traffic matters, as well as breaches of the Waste Management Act. In addition to the arrests, there were 71 searches carried out along with 203 checkpoints and 53 targeted patrols. In two particular Garda operations a total of 1,104 aluminium beer kegs with approximate value of €110,000 were recovered.



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## Garda National Immigration Bureau

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During 2014, the Garda National Immigration Bureau (GNIB) prioritised the prevention, detection and investigation of human trafficking, with a particular emphasis on victim related issues. In the course of human trafficking related investigations, An Garda Síochána prevented potential victims from being subject to criminal activity.

In October 2014 a Seminar for Senior Garda Management to mark EU Anti-Human Trafficking Day was hosted at the Garda Training College. The aim of the seminar was to provide senior officers with targeted training in this important and complex area, most especially with the legislative recognition of new forms of trafficking that was transposed into Irish Law by the Criminal Law (Human Trafficking) (Amendment) Act 2013.

This conference was titled 'Senior Officers Conference on Tackling Trafficking in Human Beings, Prevention, Protection, Prosecution & Partnership'. It was launched jointly by the Minister for Justice and Equality, Ms Frances Fitzgerald, and the Garda Commissioner, Nóirín O'Sullivan. International experts from Interpol, Europol, UK and Northern Ireland along with Governmental and Non-Governmental organisations spoke at the seminar.

One hundred and thirty one members of the Garda Síochána also received a three-day awareness training course on combating Human Trafficking. This brought the number of people trained in this area to over nine hundred, the majority of whom are members of the Garda Síochána, but also includes personnel attached to the Police Service of Northern Ireland (PSNI). This is in addition to the delivery of awareness training regarding the phenomenon of human trafficking and the identification of victims to four thousand members of the Garda Síochána over the past five years.

Under the co-ordination of the European agency for migration, FRONTEX, a specific initiative with the focus of combating the trafficking of children commenced at a workshop in Dublin during Ireland's EU presidency in April 2013. Members of the Garda National Immigration Bureau participated in this initiative in 2013 and into 2014. As a result of these guidelines, a border guard manual was subsequently developed to help equip officials at the borders of the European Union with the tools and knowledge to tackle the criminality associated to the movement of children and to provide the special protection that children identified as at risk and vulnerable, require. This initiative also included the

deployment of three members of the Garda National Immigration Bureau at other international airports during September and October 2014. Not only were the guidelines within the said manual rigorously tested, other objectives were achieved such as the raising of awareness on children at risk and the enhancement of interagency cooperation between NGO's and other organisations

GNIB continued to play a significant role in guarding national security and indeed strengthening international security, through implementing legislation relating to the control of entry to, residence in and removal from the State of foreign nationals. While An Garda Síochána facilitated the lawful movement of a great many foreign nationals who visited Ireland throughout 2014, its immigration officers refused permission to enter the State to 2,518 such persons who did not meet the necessary entry requirements.

In 2014, while fulfilling its immigration control function, GNIB detected attempts to enter the State by persons who had possession of bogus and stolen passports and other documents. The detection of smuggling of illegal immigrants and suspicious movement of children into the country was included in the actions taken by the organisation's immigration officers. GNIB also co-ordinated the removal of a number of foreign nationals who have been resident in the State for some time. A total of 245 foreign nationals who were subject of either a removal, transfer or deportation order, were removed from the State in 2014, 148 of whom had acquired criminal convictions while resident in Ireland.

The wide range of immigration related crime detected and investigated by the Bureau throughout 2014 included criminality associated with bogus marriages, bogus colleges, unlawful employment and bogus social welfare claims arising from illegal immigration.

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## Sex Offender Risk Assessment and Management

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The Sex Offender Management and Intelligence Unit (SOMIU) based at the Domestic Violence and Sexual Assault Investigation Unit, Harcourt Square has the national remit for overseeing the monitoring and management of sex offenders who are subject to the Sex Offenders Act, 2001.

Since 2010 the Sex Offender Risk Assessment and Management (SORAM) pilot model has been in operation. This is the joint man

agement of offenders on a multi-agency basis. The SORAM arrangements apply to sex offenders who are currently subject to Part 2 of the Sex Offenders Act, 2001 and must be subject to supervision by the Probation Service.

The National SORAM Steering Group comprises of representatives from An Garda Síochána, The Probation Service, Child and Family Agency (Tusla), HSE (Cosc) and The Irish Prison Service. The Steering Group has responsibility for providing guidance and support to local SORAM Teams and has oversight of the SORAM model.

The National SORAM Office was established in October 2013. This is a multi-agency Office with staff from An Garda Síochána, the Probation Service and the Child and Family Agency (Tusla). The National SORAM Office provides support to the local SORAM Teams on a day to day basis while working closely with the National SORAM Steering Group on the operational development of the SORAM model on a nationwide basis.

### Paedophile Investigation Unit

The Paedophile Investigation Unit based in the Domestic Violence and Sexual Assault Unit was established to investigate and co-ordinate cases relating to possession, distribution and production of Child Abuse Material online. It is the point of contact for commercial organisations, NGOs and Government Departments regarding all issues surrounding online Child Sexual Abuse. The Unit liaises with various bodies to create measures that will enable the reduction and detection of Child Sexual Abuse Material online.

As a result of these interactions, An Garda Síochána and UPC signed a Memorandum of Understanding (MOU) in November 2014 to restrict access to domain names containing Child Sexual Abuse Material. Under the MOU, UPC now restrict access to domains or URLs (internet addresses) containing child sexual abuse material based on a list provided by An Garda Síochána. If a user accesses Child Sexual Abuse Material, whether deliberately or mistakenly, access will be restricted and an advisory message will be displayed outlining the reasons why. The move is a proactive step in the reduction of the availability of online Child Abuse Material.

# Community

## Garda National Crime Prevention Unit/ Garda Community Relations Bureau

An Garda Síochána is fully committed to and vigorously supports the prevention and reduction of crime within the community. In 2014, a number of events were held to promote crime prevention. Three 'Crime Prevention Days of Action' were held: March 14th against Burglary, May 29th against Theft from Vehicles and December 8th against Theft from Shops & Seasonal Street Safety Advice. In association with these, two 'Supporting Safer Communities Campaigns' were held; the first ran from May 29th to June 4th and was run in conjunction with the Bloom Festival (pictured below) and the second ran from September 23rd to 30th in conjunction with the National Ploughing Championships.



## Text Alert

There are now over 580 Text Alert Groups in the country with over 100,000 people signed up to the scheme by the end of 2014.

Text Alert enables An Garda Síochána to disseminate crime and public interest information instantly to local communities and individuals. Registered Text Alert groups receive verified texts to help prevent crimes occurring in their area. There were a number of detections and arrests in 2014 following feedback from Text Alert groups.

Text Alert is a joint initiative of An Garda Síochána, Muintir na Tíre, Neighbourhood Watch and the I.F.A. It was launched in September 2013.



Photo: Sergeant Denis Beakey of the National Community Policing Office at the National Ploughing Championships 2014 explaining Garda Text Alert System

## New guidelines for the operation of Joint Policing Committees

The new amended guidelines for the operation of Joint Policing Committees were issued in August 2014 and now allow for the establishment of these important partnership structures in all of the new local authority areas, as provided in the Garda Síochána Act 2005.

The revision of the guidelines is particularly timely as it allows for the alignment of Joint Policing Committees with the new local government structures.

The most significant changes to the guidelines reflect both the new local government arrangements and a strengthening of strategic and collaborative functioning within each Committee. Important changes include,

- Committees will operate at a City and County level following the abolition of Town Councils, reflecting a more modern and streamlined approach to the management of local issues.

## Crimecall



Crimecall's eleventh series commenced in September 2014. During the year a number of features were broadcast on the programme. These included a fraud internet phishing scam. The public were offered crime prevention advice in relation to this and other topics.

During May 2014, a feature was broadcast highlighting the dangers and effects of new psychoactive substances and the organised criminality relating to grow houses.

The Crime Prevention and Traffic segments of the programme continue to be a success with members of the public. A number of Crime Prevention features were broadcast during the year with advice being offered in relation to the crime of burglary.

Throughout the year, the CCTV & Most Wanted segments of the programme yielded a very strong public response resulting in identifications, arrests and charges in many of the cases featured.

- There is a requirement for Committees to develop six year and annual strategic plans, and to report on their implementation in Annual Reports.
- The number of community representatives is increased, as this was a recurring theme during the review process.
- The need for a proper communications strategy to support interaction with local communities and effective and efficient coordination with other local structures is emphasised.



## Garda Racial, Intercultural & Diversity Office (GRIDO)



On 8th May 2014, Garda Commissioner Nóirín O'Sullivan opened the first of a series of co-hosted Roma Community / Garda Racial, Intercultural & Diversity Office (GRIDO) Anti-Discrimination Seminars.

The seminar was hosted in the Officer's Club at Garda Headquarters and was attended by frontline Community Gardaí, Sergeants and Inspectors, many of whom are also Ethnic Liaison Officers.

This Anti-Discrimination seminar series is to be conducted in each Garda region.

Commissioner O'Sullivan highlighted the importance of this initiative and stressed the importance of policing within an inclusive society, while emphasising each Garda's responsibility to ensure a non-discriminatory Garda service where no-one is left out.

On Thursday 11th September, Nasc, the Irish Immigrant Support Centre delivered a pilot anti-racism seminar to 40 Gardaí in Cork, in collaboration with Cork Community Policing and the Garda Racial, Intercultural and Diversity Office (GRIDO) attached to the Garda Community Relations Bureau.

The 40 Gardaí attending included members of Cork Community Policing, Ethnic Liaison Officers, Immigration Officers and frontline Gardaí from stations throughout the city.

The training focused on raising awareness and promoting discussion about the impact racism has on migrant and ethnic minority communities and how to prevent discriminatory ethnic profiling.

Migrant speakers from diverse communities, including the Roma community, the Muslim community and the African community shared their experiences and participated in the discussion. Learnings from the pilot session will be used to develop further training in this area.

The training forms part of Nasc's Cork City Social Inclusion Project. The Cork City Social Inclusion project is co-financed by the European Commission under the European Integration Fund and is supported by the Office for the Promotion of Migrant Integration in the Department of Justice and Equality, and Pobal.

TENI (Transgender Equality Network Ireland) represents the needs of the Transgender community in Ireland and continues to work closely with An Garda Síochána, through the Garda Racial, Intercultural and Diversity Office (GRIDO), to advise and support the Gardaí, including ELO/LGBT Liaison Officers, in developing understanding and engaging with the Transgender community in Ireland.

During September 2014 TENI launched a concise guideline document for use by members of An Garda Síochána who may be engaging with the Trans community or involved with Investigations involving transgender people which may pose unique issues for Gardaí.

The aim of these third party guidelines is to assist An Garda Síochána in encouraging respectful engagement with the trans community. Another aim is to assist all Gardaí - not just LGBT Liaison Officers - to feel comfortable when engaging with trans individuals.

The previous management seminars, initiated by Garda Commissioner Nóirín O'Sullivan, recently took place in the South Eastern & Eastern Garda regions respectively.

These seminars offer a unique opportunity to learn and create dialogue which has allowed Garda managers the means to develop a deeper understanding of the sensitivities surrounding the policing needs of the Roma community in Ireland.



## Garda Victim Liaison Office

In 2014 the Garda Victim Liaison Office continued to assist the organisation prepare for the introduction of the EU Directive for victim in 2015. As part of this work the 6<sup>th</sup> Garda National Crime Victims Forum was held, the revised Garda Family Liaison Officer policy was published and the organisation was prepared for the roll out of the Garda Victim Service Offices.

### Garda National Crime Victims Forum 2014

On the 25<sup>th</sup> of September 2014, the Garda Commissioner addressed the 6<sup>th</sup> Garda National Crime Victims Forum hosted by Assistant Commissioner Jack Nolan at Garda Headquarters. The event was attended by Government funded crime victim support organisations located throughout the country.

The forum strengthens liaison between victim support organisations and An Garda Síochána. It provides opportunities to discuss and suggest any developments for victims of crime and traumatic events.

In addressing the Forum, Commissioner O'Sullivan stated she was committed to supporting the victim support organisations that assist in alleviating the pain associated with the commission of crime. She announced the roll out of 28 Divisional Garda Victim Service Offices that will be in place in 2015.

The theme for the event was the EU Directive establishing the minimum standards for the rights, support and protection for victims of crime.

The Garda Victim Liaison Office organised a workshop on '*Working in Partnership, An Garda Síochána and Victim Support organisations on the provision of information*'. This provided valuable information on the proposed delivery of services to victims.

### Review of An Garda Síochána's Family Liaison Officer policy

In January 2014 An Garda Síochána issued an updated policy on the Garda Family Liaison Officer Service. The policy reflects current practices, new developments and introduces a position of Family Liaison Office Co-ordinator (FLOC) to enhance the level of consistency in providing the FLO Service. There are coordinators in each Garda District in the Dublin Metropolitan Region, and one in each Garda Division outside of the DMR.

### Garda Victim Service Offices

The Garda Victim Liaison Office (GVLO) was centrally involved in the development of the Garda Victim Service Offices and the associated PULSE development. These initiatives will be rolled out in 2015 to enhance the organisation's service to victims through consistent service provision. As part of the roll out victim support organisations were consulted and further consultations are planned for 2015.

# Traffic

## Road Incidents

Tragically, the number of road deaths rose again in 2014 to 195 fatalities, seven road deaths more than in 2013. One death on the road is one too many, however, this is still the fourth lowest number of annual deaths recorded and was half the number compared to ten years ago.

There were a number of unexpected trends seen in 2014. The number of pedestrian fatalities rose from 31 to 42. The number of passenger fatalities rose from 32 to 39. The number of cyclist fatalities rose from 5 to 13, and the number of children under 16 who lost their life on the roads rose from 7 to 16. Conversely, the number of driver deaths reduced from 95 to 77.

In terms of enforcement activity, although MAT checkpoints reduced slightly (-1%) as well as breath tests performed (-10%), detections for "life saver" offences (speeding, safety belts and holding a mobile phone) increased between 4% and 11%.

In addition, Traffic Corps members continued to educate all road users throughout the year on key road safety measures.

Recorded Incidents*	2014	Change from 2013
Fatalities	195	+7
Fatal collisions	181	+2
Serious Injuries	444	-48
Serious Injury collisions	343	+25
Driving while intoxicated incidents	7,599	-208
MAT Checkpoints	76,628	-996
Total breath tests at MAT checkpoints	404,505	-41,758
Road Transport incidents	4,612	-605
Dangerous Driving	4,297	+317
Section 41 Detention of Vehicles	20,319	+68
Fixed Charge Notices		
Speeding	226,731	+18,811
Seatbelts	12,740	+494
Mobile Phones	32,434	+3,623

\*correct as of June 2015. Figures are provisional, operational and subject to change



## National Slow Down Days

Two "Slow Down" days were held before the June and October Bank Holiday weekends in 2014.

The objectives of the operation were to raise awareness of the dangers of inappropriate and excessive speed.

The initiatives were widely reported in the media in advance, and as part of the media strategy, the Garda Press Office released statistics in relation to the numbers of vehicles that had gone past the safety cameras and the number of speed detections throughout the day. Public and private sector fleet operators were also informed by the Road Safety Unit in An Garda Síochána of the initiative and asked to participate. There was a great response with various companies promoting and circulating the key message to "Slow Down" to their employees. State and semi-state departments, the RSA, NTA, transport providers and local authorities were also involved.

In addition to highly visible speed checkpoints on national primary and secondary roads, GoSafe and Robot vans were fully deployed and noticed a decrease in speed, and greater speed compliance on both days.

Each Garda Division also distributed road safety information locally. All emergency service drivers when not responding to emergency calls were asked to lead by example - reducing their speed, and driving at speeds appropriate to the prevailing conditions.

## Public Awareness and Education

As well as education activity undertaken locally, there were a number of national education initiatives in 2014:

- The Garda website published detailed information in relation to enforcement activity, including six years of data for offences such as drink driving arrests, speeding and mobile phone use.
- A joint RSA/ An Garda Síochána weekly radio advert highlighted the previous week's fatality count, penalty points issued, and number of drink driving arrests.
- The Traffic Corps made increasing use of the official Garda social media sites to highlight educational and enforcement activity. The Garda Traffic twitter account now has the largest following in the public sector.
- The "Traffic Watch" feature on Crimecall continued to raise awareness of road safety and advocate good road user behaviour by all.
- The RSA "Check it Fits" child car seat demonstration was one of a number of joint initiatives carried out nationally, educating parents and guardians of children so as to ensure their safety in vehicles.



### Driving for Work

Approximately 30% of fatal collisions involve people who "drive for work". A series of seminars took place around the country hosted by An Garda Síochána, the RSA and the HSA to raise employer awareness of this issue.

In addition there were a number of targeted checkpoints in conjunction with the HSA.

## Equipment/ Training

The upgrading of ANPR (Automatic Number Plate Recognition) was completed in 2014 resulting in all units utilising 3G technology. This enables live uploads and downloads of data and alert/ warning information. In addition, vehicle warnings and suspect and stolen vehicle details are exchanged between An Garda Síochána and the PSNI every fifteen minutes. Overview cameras were also purchased for retro fitting in vehicles which provide constant video recording facility.

To further enhance the Traffic Corps vehicle fleet 20 high powered Opel Insignia 2.0i "Sports Tourers" were purchased for nationwide distribution.



# Managing Our Resources

## Garda Central Vetting Unit (G.C.V.U.)

### E-vetting

The Garda Central Vetting Unit (G.C.V.U.) provides vetting services to registered organisations on prospective employees, volunteers and student placement positions through which registered organisations permit unsupervised access to children and vulnerable adults within their organisations.

The 2012 National Vetting Bureau Act provides for the electronic transfer of data, and the establishment of the National Vetting Bureau, replacing the GCVU (subject to commencement of the Act).

To facilitate this, an eVetting systems was developed that will enable registered organisations to electronically submit, check and securely retrieve vetting disclosures, and also enable people who are being vetted to complete, submit and check the status of their personal vetting request.

The eVetting system will not only make the process easier for registered organisations and the public, but will also increase efficiencies in the vetting process.

The Garda IT Division completed and deployed the eVetting system in December 2014. The successful delivery of the eVetting toolset was made possible by close partnership between GCVU Thurles, the IT Development team and a focus group representing the registered organisations.

It is expected that the National Vetting Bureau Act 2012 will be commenced in 2015. Once this occurs the system will become operational.

### Vetting Applications 2014

Vetting Applications in 2014	No. Processed
JANUARY	31,976
FEBRUARY	28,860
MARCH	24,509
APRIL	31,208
MAY	21,047
JUNE	27,834
JULY	32,302
AUGUST	15,872
SEPTEMBER	21,557
OCTOBER	27,149
NOVEMBER	28,278
DECEMBER	26,208
<b>Total for 2014</b>	<b>323,032</b>

## Garda Professional Standards Unit (GPSU)

In 2014, the Garda Professional Standards Unit continued their programme of focused thematic Examinations of Divisions, Districts and specialist sections of An Garda Síochána.

During specific Examinations, the Unit liaises closely with the Garda Internal Audit Section. This ensures a comprehensive and in-depth Examination and Audit of operational and financial processes and procedures.

Throughout the year the Unit carried out Examinations in four Divisions, incorporating 10 Garda Districts, throughout the country. The schedule also incorporated a number of specific and targeted examinations directed by the Garda Commissioner. The examinations identify strengths, areas of concern and organisational risk, and make specific recommendations to senior management with regard to addressing these areas with the Unit also assisting districts in the development of comprehensive Improvement plans.

During 2014, the Unit completed a review of Garda Síochána policy in relation to Divisional and District audits in conjunction with the Garda Internal Audit Section.

Also during 2014, the Garda Professional Standards Unit carried out the following, as part of their Examination and Review process:

- Monitoring of Nationwide compliance with Data Protection policy, procedures and legislative requirements;
- Examinations of the decision making process relating to the cancellation of Fixed Charge Penalty Notices to ensure compliance with Organisational policy;
- Organisational property audit returns;
- Monitoring of data quality in relation to sexual crime;
- Overseeing of District and Divisional Inspections and Reviews.
- Provision of the Unit's broad findings and recommendations through membership of various Organisational working groups.

The findings of the Unit's examinations are utilised to propose revisions and enhancements of Organisational policy to the Commissioner in these specific areas. The Garda Professional Standards Unit makes recommendations with regard to issues raised by the Garda Síochána Inspectorate and the Garda Síochána Ombudsman Commission and alters its focus in accordance with the recommendations of these groups where appropriate.

The comprehensive scope of the Unit's examinations and reviews will continue to identify issues, promote higher standards, accountability, more streamlined, transparent processes and greater efficiencies leading to a more professional police service.

## An Garda Síochána College



Frances Fitzgerald T.D. Minister for Justice and Equality, Garda Commissioner Nóirín O'Sullivan and Chief Superintendent Anne Marie McMahon at the Garda College

During 2014, the Garda College reached a number of significant milestones:

- 100 new Garda Trainees commenced training in the new B.A. in Applied Policing Programme on the 15<sup>th</sup> September 2014.
- On 14<sup>th</sup> February 2014, it was fifty years to the day since recruits transferred from the Phoenix Park Depot and surviving class members and their families returned to Templemore to celebrate that significant event. An Open Day was also held later in the year for the local community to celebrate the strong links between the people of Templemore and the Garda College.
- Over 14,047 members of staff received training from the Garda College during the year

### Overview of Training Carried out by Divisional Garda College Staff

1. Number of firearms training interventions facilitated – 7,371
2. No of Competency Based Driving 1 Assessments facilitated – 684
3. No of Competency Based Driving Level 2 interventions – 554
4. Garda Reserve Training continued with 71 Garda Reserves graduating on the 04.04.14 and 57 graduating on the 28.11.14
5. No of members trained to Level 1 Investigative Interviewing – 667
6. No of personnel trained in Occupational First Aid (O.F.A.) – 453
7. No of personnel trained in Manual Handling – 71
8. C.B.R.N (Chemical, Biological, Radiological, Nuclear) Recertification – 71
9. Stress Management (Garda/Civilian) - 195

### Training of New Garda Trainees

On the 15<sup>th</sup> September 2014 the Garda College welcomed 100 new Garda entrants into the Garda College to undergo the new B.A. in Applied Policing, level 7 degree programme as accredited by the University of Limerick.

The B.A. in Applied Policing leaves behind the lecture based teaching methodology and introduces the hybrid problem based learning (P.B.L.) model. This hybrid P.B.L. model requires that students in

teams are presented with typical policing scenarios. These scenarios and subsequent tutorials are designed to ensure progression of learning and promotion of active enquiry for newly qualified Gardaí.

As such, Garda trainees will be responsible for defining issues, gathering and analysing information, deciding on solutions and finally evaluating their response through the Garda problem solving model. This new methodology is embedded within the B.A. in Applied Policing and it will be learner centred rather than instructor led.



### Garda College Learning Management System (L.M.S.)

The rollout of the Garda College Learning Management System (L.M.S.) commenced during 2014 to support the B.A. in Applied Policing with good Trainee Garda engagement being registered. The Learning Management System will be incrementally developed and utilised as part of a blended approach to learning and development for An Garda Síochána.

### Crime Training

#### Senior Investigating Officers Programme

A Senior Investigating Officers Programme was delivered in February. A total of 16 members of Superintendent & Inspector Rank attended these programmes. The College was supported by National and Divisional Personnel.

#### Crime Scene Managers Course

In March, the second Crime Scene Managers Course was conducted. Personnel from the Garda Technical Bureau, the Forensic Science Laboratory and the State Pathologist were all involved in the delivery of this programme.

#### C.A.B. – T.A.C.T.I.C. (The Asset Confiscation and Tracing Investigators Course)

The Garda College in conjunction with the Criminal Assets Bureau delivered the first module of the Pilot T.A.C.T.I.C. course to a number of experienced C.A.B. officers.

#### Detective Sergeants Course

Three Detective Sergeants Courses were conducted throughout the year in the Garda College. The aim of the course is to equip Detective Sergeants with the skills to manage the initial stages of a serious crime.

## Garda College Open Day May 2014

### Scenes of Crime Examiners Course

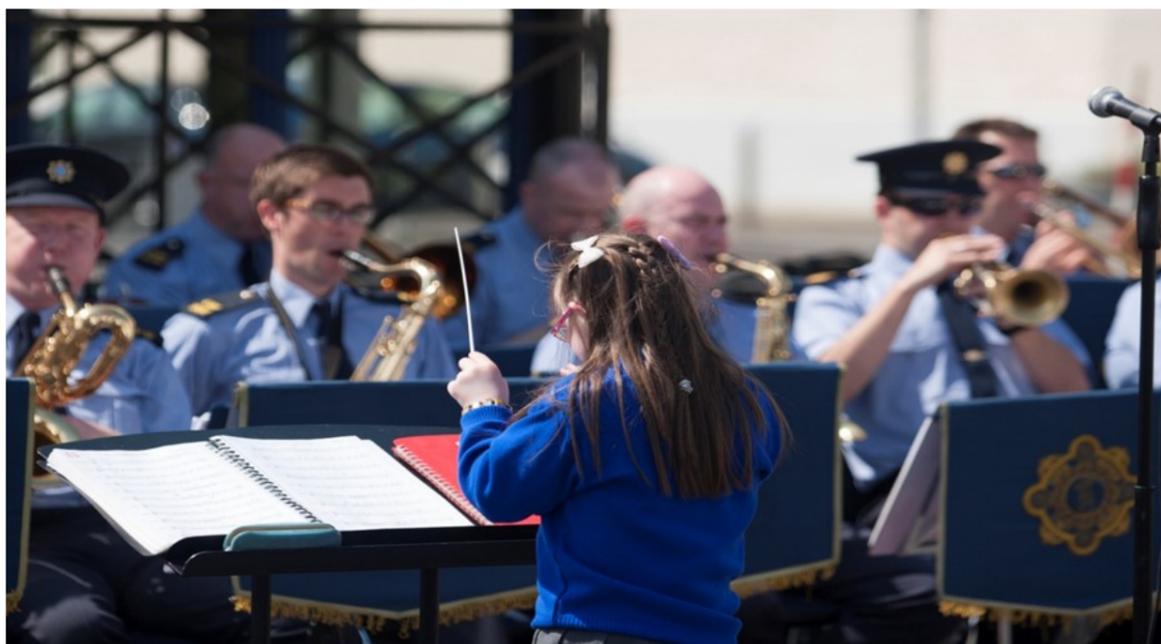
The Crime Training section in Garda Headquarters continued to provide Scenes of Crime Examiners courses. The course is five weeks long and is the foundation scenes of crime examiners course for members attached to scenes of crime units nationwide.

### Interview Training

Following the publication of the Garda Síochána Interviewing Policy and Manual of Guidance, the Garda College delivered training at Level 1 and Level 2 of the Garda Síochána Interviewing Model.

### Incident Room Coordinators Course

The Garda College continues to deliver Incident Room Coordinators (I.R.C.) courses to support operational and investigative policing in Ireland. The course is delivered by subject matter experts from operational and investigative units.



### Motorcycle Awareness Day

In June 2014 motorcycle enthusiasts arrived at the Garda College in Templemore to attend a Motorcycle Awareness day. All were treated to an insight by the Garda Motorcycle School as to how they train and deliver motorcycle training within the organisation.

The day consisted of talks within a lecture theatre and practical workshops on the College square. While the workshop and demonstration on braking attracted the most attention, all other skills which were covered were also very well received.



## Human Resource Allocation to An Garda Síochána

Strength of force broken down by rank as of 31 December 2014	
Commissioner	1
D/Commissioner	0
A/Commissioner	8
C/Superintendent	39
Superintendent	140
Inspector	297
Sergeant	1,919
Garda	10,395
<b>Total:</b>	<b>12,799</b>

Strengths and Allocations as of 31 December 2014	
Garda members:	12,799
Garda Reserves:	1,124
Civilian staff:	2,406
<b>Total</b>	<b>16, 329</b>

### Resource Management

Following discussions with the Departments of Justice and Public Expenditure and Reform sanction was given to fill the following civilian vacancies:

Grade	Number of Posts sanctioned
Assistant Principal Officer	4
Crime and Policing Analysts	19 (7 HEO and 12 EO level posts)
Executive Officer	5
Systems Analysts (HEO)	4
Junior Systems Analysts (EO)	2
Technical supervisor and Workshop Supervisor (Transport Section – 1 at EO and 1 at SO level)	2
Professional Accountant (Grade 3)	1
<b>Total posts sanctioned</b>	<b>37</b>

## Appointments/Recruitment in 2014

The Garda trainee selection process comprises of 5 Stages:-

- Stage 1: Assessment questionnaire and tests (on-line);
- Stage 2: Assessment tests (on-line);
- Stage 3: Assessment centre (supervised);
- Stage 4: Interview;
- Stage 5: Vetting, Medical examination, physical competence test.

The first 4 Stages of the selection process are conducted by the Public Appointments Service with Stage 5 being conducted by An Garda Síochána. There were a total of 25,500 applications received.

Two groups of approximately 600 applicants in Band 1 who were the top scoring out of three bands, were invited to participate in the various assessment stages in order to meet current requirements for Garda Trainees. Should it be necessary to call further candidates, those from Band 2 will be called when Band 1 has been exhausted, followed by candidates from Band 3, if needed.

## Garda Reserves

57 Garda Reserves graduated in November and 22 Garda Reserves commenced their training in the Garda College in November, 2014.

## Appointment of Executive Director of HR and People Development

John Barrett was appointed as Executive Director of HR and People Development in October 2014. He was the first civilian to be appointed to the role. Mr Barrett has extensive HR experience having worked at senior management level in several multinational organisations.

## Scott Medals

In 2014 18 Gardaí were nominated for Scott Medals for nine separate incidents for the year ended 31 December, 2013.

At an awards ceremony held at the Garda College in Templemore, on 14th February, 2014, five Gardaí were awarded Scott Medals for bravery for nominations received during 2012.

Garda Paul Carney, Leixlip Garda Station and Garda Thomas Ryan, Leixlip (now Athy) Garda Station were awarded the Bronze Scott Medal for the arrest of two suspects at St. Patrick's Park, Celbridge, Co. Kildare on 6<sup>th</sup> August 2010.

Garda Brian Freyne, Garda Vincent Reynolds & Garda Oliver Walsh all Mullingar Garda Station were awarded the Bronze Scott Medal for the Rescue of a child from a burning building at Grange Crescent, Mullingar on 28th August 2011.

## Job Shadow Initiative

The Job Shadow Initiative is a national project designed to bring to-

gether people with disabilities and local employers in the spirit of collaboration to enable job seekers explore the world of work. An Garda Síochána has taken part in this initiative for the past six years.

In 2014 60 Garda Stations/Offices took part in this initiative facilitating 158 participants by giving them an insight into the daily work carried out within An Garda Síochána.

## Garda Reserves Seminars

Nine seminars for Garda Reserves were held in locations nationwide during the year with representatives of local and national management attending.

The purpose of the seminars was for management to hear from Reserve Gardaí on how the Garda Reserve could evolve. These views were fed back to senior management and reviewed as part of the overall transformation programme.

## Garda & Civilian Sickness Absence Section

The new Public Service Sick Leave Regulations as set out in SI 124 of 2014 came into effect from 31 March 2014.

The new administrative arrangements as set out by the Department of Public Expenditure & Reform have been successfully implemented. These new arrangements apply across the Public Service and they will be reviewed by Department of Public Expenditure & Reform in 2015.

The tables below show a comparison of the number of days lost for both civilian and sworn members of An Garda Síochána during the periods 1 April – 31 Dec 2013 and 1 April – 31 Dec 2014. This shows a significant decrease in the number of days lost due to ordinary illness since the introduction of the new Regulations.

Sick Leave Statistics comparing 01 Apr-31 Dec 2013 to 01 Apr-31 Dec 2014 - Sworn Members Only			
	Overall Sick Leave	Ordinary Illness	Injury On Duty
2013 (Apr-Dec)	173,884.5	142,257	31,627.5
2014 (Apr-Dec)	121,579	94,115	27,464
% Decrease	30%	34%	13%
<i>Please note, the above figures are as recorded on SAMS and reported @ 12.02.2014*</i>			
<i>*Total year master reports for 2013 &amp; 2014 were not used to collate these figures</i>			

Sick Leave Statistics comparing 01 Apr-31 Dec 2013 to 01 Apr-31 Dec 2014 - Civilian Members Only			
	Overall Sick Leave		
2013 (Apr-Dec)	19,023.97		
2014 (Apr-Dec)	17,534.91		
% Decrease	8%		
<i>Please note, civilian figures are as recorded on HRMS and reported @ 12.02.2014*</i>			
<i>*Total year master reports for 2013 &amp; 2014 were not used to collate these figures</i>			

## HR Administration

### Incentivised Career Break

An Incentivised Career Break for members of An Garda Síochána, under the same conditions as the scheme introduced for civil servants in 2009 was announced on 7<sup>th</sup> March, 2014. This was under the terms of the Haddington Road Agreement 2013 – 2016. This scheme was introduced as a once-off scheme.

There were 271 applications received for the Incentivised Career Break of which 182 were approved. As of 31<sup>st</sup> December, 2014, 81 Garda members had commenced their career break, 23 members had withdrawn from the scheme and 123 members were still to be processed.

### Family Friendly Schemes

The following is a breakdown of the statistics for family friendly initiatives in 2014 for both sworn and civilian members of An Garda Síochána.

#### Parental Leave

Parental Leave is a statutory entitlement allowing the parent of a child to take unpaid leave for 18 working weeks for the purposes of caring for his/her child. Parental Leave must be taken before the child reaches 13 years of age (16 in the case of a child with a disability).

The numbers reflect all approved applications received from Divisional Offices, therefore all applications were granted. However, not all applications were taken up and this would be mainly due to sick leave. It should also be noted that some officers can have a number of applications for parental leave in the year.

Civilian Staff	No. of Applications processed	No. of Applications cancelled	No. of Applications taken up	No. of Staff that applied
2013	219	21	198	143
2014	241	29	212	170

Garda Members	No. of Applications processed	No. of Applications cancelled	No. of Applications taken up	No. of Staff that applied
2013	379	31	348	212
2014	512	47	465	274

### Work Sharing

Work Sharing is designed to facilitate staff to balance work with family commitments and personal goals. Garda members can only avail of a 50% work sharing pattern.

Civilian Staff	No. of Apps Rec'd	Apps to commence	Apps to increase hours	Apps to return F/T	No. W/S at 31st Dec
2013	26	26	11	18	321
2014	53	22	9	9	334

Garda Members	No. of Apps Rec'd	Apps to return F/T	App to commence W/S	No. W/S at 31 <sup>st</sup> Dec
2013	33	22	11	86
2014	18	9	11	88

## Career Break

The Career Break scheme provides that officers may be granted special leave without pay for a period of not less than 6 months and not more than 5 years.

Civilian Staff	New applications approved	No. of extensions	Returned/ Resigned/ Retired	No. on C/B at 31 <sup>st</sup> Dec
2013	18	19	6	44
2014	13	19	20	37

Garda Members	New applications approved	No. of extensions	Resumed/ Resigned	Transferred to ICB in 2014	No. on C/B at 31 <sup>st</sup> Dec
2013	28	18	24	0	44
2014	9	6	16	25	12

## Shorter Working Year Scheme

The Shorter Working Year scheme supersedes the old Term Time scheme.

It allows Officers to apply for special **unpaid** leave for one or more continuous periods of 2, 4, 6, 8, 10 or 13 weeks at any time during the year. A maximum of 3 periods amounting to 13 weeks in total may be applied for.

Civilian Staff	No. of Apps rec'd	No. of refusals	No. Granted	No. With-drawn	No. availed of SWY
2013	253	2	251	11	240
2014	284	2	282	20	262

The Shorter Working Year Scheme for civilian staff for 2015 was announced in September, 2014. The number of applications received is 308.

Garda Members	No. of App's processed	No. availed of SWY
2013	79	78
2014	102	96

The Shorter Working Year Scheme 2015 for sworn members was announced in September, 2014. The number of applications received is 96.

## Carer's Leave

Carer's Leave allows officers to take temporary unpaid leave to enable them personally to provide full-time care and attention for a person who is in need of such care.

Civilian Staff	No. of Apps Processed	No. availing of Carers Leave at 31 <sup>st</sup> Dec
2013	8	5
2014	13	5

Garda Members	No. of Apps Processed	No. availing of Carers Leave on 31 <sup>st</sup> Dec
2013	3	6
2014	7	7

## Garda & Civilian Pay & Pensions

### Civilian Retirement Statistics 1/1/2014 to 31/12/2014

	AP	HEO	EO	SO	CO	Nurse	General Op	S/A	Cleaner	Total
Voluntary			1	1	3		1		1	7
Compulsory					3	1	4	3	19	30
CNER*	1	1		1	3		1		1	8
Ill Health					2				1	3
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>11</b>	<b>1</b>	<b>6</b>	<b>3</b>	<b>22</b>	<b>48</b>

\*CNER – Cost Neutral Early Retirement Scheme

### Garda Retirement Statistics 01/01/14 to 31/12/2014

	Comm	Deputy Comm	Assistant Comm	Chief Super	Super	Inspector	Sgt	Garda	Total
Voluntary	1	0	0	3	6	15	78	133	236
Compulsory	0	0	0	1	2	0	2	7	12
CNER*	0	0	0	0	0	0	0	1	1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>15</b>	<b>80</b>	<b>141</b>	<b>249</b>

\*CNER – Cost Neutral Early Retirement Scheme

## Haddington Road Agreement

### Increment Deferrals

Since 1<sup>st</sup> July, 2014 the following measures pertaining to civilian increments were implemented in accordance with the Haddington Road Agreement. The main effects of this are;

Officers earning less than €35,000 have had a one three month increment freeze applied during the course of the agreement.

Officers earning between €35,000 and €65,000 will have two three month increment freezes applied during the course of the agreement.

Officers earning over €65,000 to the max of the Principal (Higher) Scale will have two six month increment freezes applied during the course of the agreement.

Incremental progression has been suspended for those on salary scales starting over €100,000.

### Max of Scale Provisions

Officers, reaching the max of their scale in 2014, earning between €35,000 and €65,000 (subject to criteria) forfeited one third of their last increment or four days annual leave. This will be deducted from salaries during the calendar year 2015. In 2014, 77 civilian staff were in this category.

## Change Management Section

During 2014, the Change Management Section implemented a number of large scale change initiatives to enhance the efficiency and effectiveness of Garda policies and practices, and ensure standardisation of approach throughout the organisation.



The Change Management Team

In October and November 2014, the Change Management Section undertook a comprehensive internal communications campaign to inform all levels of the organisation on new and upcoming change initiatives / projects. A two-tier approach was undertaken:

- Management workshops were provided to senior managers.
- Detailed briefings were provided to our network of change agents throughout the country.

The management workshops were provided to all Senior Managers in the organisation. These workshops gave management an opportunity to be briefed on and discuss the new initiatives.

The change agent teams that received the briefings comprised staff members of all ranks / grades and specialisations in each district, division and region. Their dual role is to:

1. Assist their senior management team in implementing the changes / improvement opportunities locally.
2. Act as local communicators to reinforce management messages and to cascade information to their peers, while actively listening, seeking feedback and resolving issues on the ground.

The workshops and briefings related to new / upcoming change initiatives within An Garda Síochána, such as:

- The performance accountability and Learning framework (PALF); a new performance management system for An Garda Síochána (see below).
- A new DNA database; this will enhance our crime investigation capabilities significantly.
- A new data protection and PULSE data clean-up initiative; this will ensure that our data is accurate, timely and fully compliant with data protection legislation.
- Crime investigation and crime management; this initiative will ensure the standardisation of best practice approaches to crime investigation and crime management.
- New Garda victim service offices

Through these workshops and briefings, approximately 1,100 staff of An Garda Síochána were briefed. Managers were then required to ensure that all remaining staff received briefings on these initiatives, with the assistance of their change agent teams, before the end of December 2014.

Change Management continued

## Performance, Accountability and Learning Framework (PALF)

During 2014, work progressed in preparation for the implementation of the organisation's performance management system – PALF - Performance, Accountability and Learning Framework.

The new P.A.L.F. system is designed to contribute to the effective management and development of members and teams in order to achieve the highest levels of service to the public. The system provides a link between the day to day work of the members and the achievement of the policing plans and Strategy Statement. It incorporates a competency framework, to assist in managing and improving quality and consistency of performance across the organisation.

## National Risk Management Office

The National Risk Management Office, part of the Change Management Section, has been in place since 2010. The office reports to the organisation's Risk Governance Board, chaired by Deputy Commissioner Strategy and Change Management.

The core role of the National Risk Management Office is to maintain, review and update the organisation's Corporate Risk Register on an ongoing basis, in consultation with the Risk Governance Board. The office also undertakes environmental scanning of the internal and external environment to identify potential new and emerging corporate risks, and informs the Risk Governance Board accordingly.

The office also ensures that every region, division and section in An Garda Síochána has in place a risk register and that each risk register is actively managed at local level. Local managers must review their risk registers on an ongoing basis and ensure controls are in place where appropriate to mitigate against identified risks. Any new or emerging risks they identify must be notified to the National Risk Management Office. The office also ensures local managers submit a certificate on a quarterly basis confirming their risk registers are being regularly reviewed and all necessary and appropriate controls are in place.

Staff of the National Risk Management Office also provide support, advice, briefings and guidance to the organisation's risk practitioners – local management and others involved in risk management at local level – on an ongoing basis.

The remit of the office also includes reviewing the operation and performance of An Garda Síochána's risk management policy, and advising the Risk Governance Board accordingly.

In this context, during 2014 staff of the National Risk Management Office undertook a comprehensive review of risk management in An Garda Síochána, and made specific recommendations for a revised approach to risk management, which will enable risk management to be further embedded into the day to day activities of the organisation. Towards the end of 2014, the recommendations from this review were approved for implementation by the Commissioner. It is envisaged that the revised approach to risk management in An Garda Síochána will be rolled out during 2015.

## Freedom of Information Office

A new Freedom of Information Act came into force on 14 October 2014, and applies to all public bodies, including An Garda Síochána.

The new Act extends the scope of the Freedom of Information Acts 1997 and 2003 to include An Garda Síochána as a public body within the meaning of the Act. As a result, members of the public have a right of access to information held by the Garda organisation to the greatest extent possible consistent with the public interest and the right to privacy.

An Garda Síochána has been granted a number of exemptions in the interest of State security and consequently the FOI Act will apply only to records relating to Human Resources, Finance and Procurement.

During 2014, the Change Management Section commenced work on establishing structures for An Garda Síochána's Freedom of Information Office to ensure full compliance with the 2014. Research into best international practice was undertaken. Publication schemes were planned. Development of an IT System to support the Freedom of Information began. Policy and Procedures were prepared. A Code of Practice is being developed to ensure effective structures, supports and resources are in place to support the implementation of FOI in An Garda Síochána.

## Policy and Planning Unit

The Policy and Planning Unit provides an essential co-ordinating function ensuring that policy and planning strategies across the Garda organisation are channelled to support the statutory function and objectives of An Garda Síochána. The Unit has the responsibility for developing, disseminating and evaluating Garda Corporate Strategies and Annual Policing Plans.

The Unit also facilitates the policy development process so that policy making is accomplished in an integrated fashion across the Garda organisation. It ensures the co-ordination of the drafting, human rights certification, approval, publication and review of all Garda policy. The Unit liaises with policy owners to ensure that policy is drafted to the highest standards and clearly reflects the vision and mission of An Garda Síochána.

## Garda Internal Audit Section

The mission of the Garda Internal Audit Section is to have in place best practice internal financial control including internal audit and risk management strategies in support of the objectives of An Garda Síochána as an organisation and of the Commissioner as Accounting Officer.

The Head of Internal Audit reports to the Deputy Commissioner Strategy and Change Management and to the Audit Committee.

Internal Audit advises the Garda Commissioner in their role as Accounting Officer for the Garda voted expenditure and income. In particular Internal Audit advises in regard to financial controls and the signing by the Commissioner of the annual *Statement of Internal Financial Control with the Appropriation Account*.

### Internal Audit Standards

Garda Internal Audit has adopted the Code of Ethics and Standards for the Professional Practice of Internal Audit set out by the Chartered Institute of Internal Auditors and endorsed by the Department of Public Expenditure and Reform as the required standard for internal audit in Central Government Departments, Offices and Agencies of State.

### Work Completed

Nineteen audit reports were completed in 2014. These included;

- Six audits of Garda Divisions/ Districts/ Specialist Units.
- Four Thematic Audits.
- Four Review Audit Reports which focused on the implementation of recommendation from previous audits.
- Two Value for Money Reviews per DPER 13/2013.
- Two Joint Audits with Garda Professional Standards Unit
- One report to the Garda Commissioner in relation to financial control.

### Risk Reduction

Internal Audit Reports have identified and reported on risks to the financial management and reputation of the Garda Organisation. The reports classify the recommendations made, as priorities 1 to 3. Priority One recommendations are those where both the impact of the control weaknesses on the operations of the organisation as a whole or on Divisions/Units within the Garda Organisation and the likelihood of occurrence is considered to be high. Priority One issues require immediate attention by management. Outstanding recommendations are reported to the Audit Committee at each meeting. Review Audits are conducted within six months to one year after the original audit report has been concluded. In this way risks are identified, recommendations for improvement made and a review conducted in order to provide assurance that these risks are being managed appropriately.

### Anti-Fraud Policy

The Anti-Fraud policy was reviewed in 2013 and an updated Anti-Fraud policy published in January 2014.

This policy is designed to provide information and guidance to all staff in relation to the risk of fraud against the Garda Vote. It encourages

ethical work practices and creates awareness of the risk of fraud throughout the Organisation.

The policy is in line with recommended practice throughout the Public Service and the requirement to report annually to the Comptroller and Auditor General all cases of suspected fraudulent activity.

The Anti-Fraud policy requires that all cases of suspected fraud are reported to the Head of Internal Audit.

During 2014, twenty six cases of suspected fraud were reported to the Head of Internal Audit, this was a 100% increase on the thirteen cases reported during 2013. These cases were investigated by appointed investigating officers in line with the policy. Garda Internal Audit has noted these cases and will test for similar incidences in future audit assignments. The cases are reviewed with Internal Affairs Section and the HRM Directorate to determine the outcome of the investigations in each case.

### Collaboration with Garda Professional Standards Unit

It is recognised that there is a crossover of responsibilities and roles between Garda Internal Audit Section and the Garda Professional Standards Unit (GPSU).

Both units are involved in audit and examination of the systems and processes in An Garda Síochána with GIAS providing an objective assurance and consulting activity designed to add value and improve the organisations operations. GIAS, as part of the overall governance and control environment within An Garda Síochána, provides reasonable audit assurance that significant risks are identified, managed and controlled effectively throughout the Organisation. GPSU examines and reviews operational, administrative and management performance. GIAS and GPSU make recommendations and propose measures to enhance controls and improve performance. Both units have developed competences in certain areas of audit and examination. In some complex audits the skill set of both units is required working collaboratively. During 2014 two joint audits were undertaken between GPSU and GIAS. This collaboration will continue in 2015.

### Fixed Charge Penalty Processing

In January 2014, GIAS completed an audit of the procedures and controls governing the non-discretionary cancellations in the Fixed Charge Processing Office (FCPO). GIAS can provide reasonable assurance (which is the highest level of assurance that Internal Audit can provide) as to the adequacy of the controls in place in the FCPO regarding the administration of non-discretionary cancellation procedures for fixed charge notices (FCN).

In June 2014, following on from the recommendations of the Garda Síochána Inspectorate Report on the Fixed Charge Penalty System, GIAS was given responsibility for the audit of the FCPS.

In September 2014, a further audit of the Fixed Charge Penalty System was completed. This examined the new controls in place since 16<sup>th</sup> June and GIAS found it was satisfied the centralisation of administration and decision making in the Fixed Charge Penalty Office (Thurles) had considerably enhanced the controls over the FCPS cancellation system.

# Regional Report

Please find below a sample of the many community-related activities across the country undertaken by local Gardaí.

## Assisting Immigrant Communities with Registering to Vote

In March 2014, Community Gardaí from Tallaght assisted staff from the Social Inclusion Unit at South Dublin County Council in local Community Centres in Tallaght. The initiative was to encourage people from immigrant communities to register to vote and participate in the local elections. The initiative was a great success and provided an opportunity for local immigrant communities to meet Gardaí in an informal setting.

## One People Programme

The One People Programme is an initiative between Community Gardaí in Tallaght and Dublin Bus. The programme's aim is to stop anti-social behaviour on or against Dublin Bus and its drivers and it has a strong anti-racist theme. The programme was provided for ten groups. This year the programme included participants from the Roma community, the Traveller community and immigrant communities. A group of Roma teenagers that attended the One People Programme subsequently played in the Late Night Soccer League ran by Local Community Gardaí, F.A.I. staff and staff from South Dublin County Council.

The One People Programme has greatly reduced the incidents of anti-social behaviour on and against Dublin Bus.

## Tallaght Garda Station Open Day

An Open Day was held at Tallaght Garda Station on Saturday the 13<sup>th</sup> September 2014. The day was attended by An Garda Síochána Band, Garda Mounted Unit, Divisional Traffic Unit Terenure and Tallaght Fire Brigade. A Prison Van was provided by Ronanstown Garda station and the Mobile Command Unit was supplied from Garda HQ.

Tours of the Garda station were provided by Community Gardaí to visitors and children's fingerprints were taken by Detective Unit staff. The day was most enjoyable and there was a large attendance by all sections of the community.



## One Direction Concert

Croke Park stadium hosted the band One Direction for three concert events on the 23<sup>rd</sup> / 24<sup>th</sup> and 25<sup>th</sup> May 2014.

Each concert was sold out and was attended each night by over 82,000 people with the majority being children.



Concert organisers and Gardaí operated "Customer Care Hubs" inside and outside the stadium. These care areas provided a safe area where young concert patrons can be taken where there is a question about their age, parental or adult supervision, medical issues etc. Hubs were manned by medics, childcare workers and Gardaí. Parental Collection areas were provided for post event meeting of children by parents.



Garda Commissioner Níóirín O'Sullivan at the event de-briefing

## Tourist Security

Given the large number of Tourist Attractions in this District, Gardaí from Kevin Street commenced an initiative in March 2014 to create a crime free experience for tourists into the District. Community Police liaised with the main tourist attractions and put in place a strategy to combat thefts from the person in the area. There were virtually no crime incidents to report since the meeting in March. The introduction of signage at entry points of attractions highlighting the possibility of pick pockets, increased security and a group text initiative were deemed a success.

## TAG -Teenager and Gardaí Projects

Gardaí from Kevin Street ran two successful Teenager and Gardaí projects at the Liberties Club, Garda Youth Diversion Project Dublin 8 and Youthreach, Pleasant Street, Dublin 8

The T.A.G. (Teenagers & Gardaí) Programme was implemented in the 'A' District at Youthreach, Pleasant Street, Dublin 8 and it culminated with Certificates being presented to the participants on the Thursday 17th July 2014.



Youthreach is a Department of Education funded training programme to provide opportunities for basic education, personal development, vocational training and work experience to those who have left school without any formal qualification.

Following the presentation of the certificates there was a small reception for the students, their parents, teachers and the Gardaí involved, which was prepared by the students.

In December, 2014 T.A.G. Certificates were presented to the participating Youth on completion of the T.A.G. Programme which has been operating with the Liberties Club, Garda Youth Diversion Project for the past 8 weeks.

The programme involved Community and a Junior Liaison Officer (J.L.O.). Five young people with a Group Leader were involved in the T.A.G. Sessions. The Sessions included group talks, a visit to the Garda Station, Work Shop, Late Night Leagues and an organised Clean Up event.

## EIQA Award – Drug Seizures “A” & “E” Districts, DMR South Central System to Improve the Recording & Tracking of Drug Seizures

On 1st July 2014, Mr. Martin Roper, Technical Director of Excellence Ireland Quality Association (EIQA), presented a Dedicated to Excellence Award to DMR South Central Division in respect of 'drug seizures within the 'A' & 'E' districts'.

Kevin Street and Donnybrook districts reviewed the management system of drug seizures within the districts and identified a user friendly system to enhance the ability to track, record and manage the status of drug seizures at both district and divisional levels. This system not only improved the efficiency of time taken to complete audits but encouraged an understanding of and adherence to An Garda Síochána's policy on the management of drug seizures.

In awarding the division with Dedicated to Excellence Accreditation, Excellence Ireland Quality Association recognises the commitment to excellence demonstrated by An Garda Síochána. This includes the innovative approach by An Garda Síochána to empower members at every level, to manage risk, implement change and improve communications and processes.

This award is recognition of the commitment to continuous improvement which is deeply embedded within processes and procedures to support the mission of An Garda Síochána: 'Working with Communities to protect and Serve'.

## Late Night Leagues – Dublin Metropolitan Region

The Late Night League (LNL) is a diversionary programme incorporating soccer leagues at various locations across Dublin since 2008. It is aimed at encouraging 'at risk' young people to participate in meaningful activities, thus reducing anti-social behaviour in disadvantaged areas. The Late Night Leagues are open to young people aged 13-21, and take place during prime anti-social hours such as Friday nights. An average of over 1200 young people participated, with approximately 50 in each league to date.

The leagues are run by the FAI's co-funded Development Officers in conjunction with Dublin City Council, Fingal County Council, South Dublin County Council, Dun Laoghaire Rathdown County Council, the Department for Children & Youth Affairs, Gardaí from all six Divisions in the Dublin Metropolitan Region, while Dublin Bus provide transport to and from the Regional Finals.



Assistant Commissioner John Twomey and Minister for Children and Youth Affairs Dr James Reilly T.D.

## National Roll Out of the Late Night Leagues

In the first quarter of 2014 the FAI have run the Late Night Leagues in a total of 31 venues outside of the Dublin Region, where just under 1700 children & young people have participated locally. To date the Late Night Leagues have been run in 16 counties and have provided football to over 2900 children and young people.

Counties outside of the Dublin region include Tipperary, Carlow, Westmeath, Donegal, Galway, Wexford, Mayo, Meath, Limerick, Waterford, Cork, Kildare, Wicklow, Clare and Monaghan.

## Community Policing Unit & Foroige Youth Service joint youth programme

Balbriggan Community Policing Unit completed an eight week Road Safety and Car maintenance programme in conjunction with the Foroige Youth Service in Balbriggan.

Gardaí secured two vehicles from Gannon's garage and approached Balbriggan Town council for permission to use the boathouse as a safe and secure venue to run the car maintenance programme. A mechanic was contacted and came on board to educate the youths on the workings of the vehicles.

The group of 13 youths met with Gardaí and youth leaders at the youth centre where Gardaí presented road safety, laws and legislation in relation to driving tests and rules of the road, insurance, tax and NCT, penalty points and consequences of dangerous and illegal driving. Gardaí also used the WRECKED DVD pack in which they trained with the RSA last year. This shows scenarios of various road traffic collisions and their outcomes.



The second half of the session was spent out with the cars as Gardaí and the mechanic went through the basics with the youths in relation to vehicles road worthiness. The youths learned skills as how to change a tyre, changing of wiper blades and lights and the mechanics of under the bonnet. The youths wore Garda Scenes of Crime overalls.

## Donnybrook Gardaí reach out to Community Stakeholders during An Garda Síochána Community Safety Campaign



Community Gardaí interacting with and distributing Personal Safety leaflets to members of the Student Population at University College Dublin.



Community Gardaí presenting at UCD Student Services Centre, advising Students to be mindful of their Personal Security & Welfare while attending at University College, Dublin.



Community Gardaí interacting with and distributing Crime Prevention leaflets to members of the Community at Merrion Shopping Centre, Dublin.

## Coffee and information morning to raise awareness of relationship abuse

A Coffee Morning was held in the Source Library, Thurles to highlight the issue of Relationship Abuse and Domestic Violence. The purpose of the information morning was to highlight this issue in the local community, to raise awareness of the support services available and to promote the message that Domestic Violence is totally unacceptable.

There were guest speakers from 'The Men's Development Network', ASCEND, Cuan Saor and An Garda Síochána. Following a discussion session, balloons were released to signify the release of Domestic Violence and the escape from it.

## Cops on Donuts

'Cops on Donut Shops' was held on Saturday the 11<sup>th</sup> October 2014 at Thurles Shopping Centre. Thurles Community Policing Unit undertook to bring this new event back to Thurles having hosted a very successful event in October 2013 with the assistance of Lynda Foley, Special Olympics Munster and Community Policing Unit, Kilkenny Garda Station who is already involved with (LETR) The *Law Enforcement Torch Run*.

Over 3,000 Donuts were sold with the profits going to the Special Olympics.



Garda Chris Verling and Reserve Garda Brian Quinn, Thurles at Thurles Shopping Centre

## Aherlow Kilross Community Text Alert Scheme

On the 15<sup>th</sup> of October 2014, a gathering of both young and old took place in the Community Centre, Lisvernane, Aherlow Kilross Community Text Alert scheme.

The local community alert group and the Gardaí in Tipperary has been working for the last few years helping people to install monitored alarms, lighting etc as well as establishing Text Alert.

The Aherlow Kilross Text Alert Scheme joins the already successful text alert schemes operating in Cappawhite, Dundrum, Golden and Emly areas of the Tipperary District. It is envisaged that Text Alert will be rolled out throughout Tipperary Town District providing close interaction between An Garda Síochána and the local community. This further rollout is in conjunction with schemes through the county and country. Gardaí in Tipperary continue to champion such a progressive and modern approach to interacting with the community and public we serve.



Mr Mattie Mc Grath, TD, Chief Superintendent Catherine Kehoe, Tipperary Divisional Officer, Supt Patrick O'Connor, Tipperary Town District Officer and Garda colleagues at the launch of the Aherlow Kilross Community Text Alert Scheme.

## Cannonball Run visit to Cahir September 2014

On the 14<sup>th</sup> of September 2014 over 160 supercars visited Cahir as part of the Cannonball Run 2014.

This year all funds raised from this charity event went to "Make a Wish" Ireland. Over 20,000 people were present on Sunday Afternoon to welcome the cars into the town. The visit of the Supercars was the culmination of a weekend of events including a concert next to the castle on the Saturday night.

The event was led by An Garda Síochána Cahir and involved the use of Traffic Units, Reserve Garda as well as over 100 local resources/volunteers which included Order of Malta, Local GAA Club and local Community Alert groups who all played their part in making the weekend a success.

## Wexford's 7<sup>th</sup> Annual Community Policing Senior Citizens Party

The main event in Wexford Community Policing every year is the annual Senior Citizens Christmas Party. This was attended by a number of Gardaí from regular and country units to give a hand.

This year's event was the biggest yet with 275 sitting down for a beautiful 4 course meal before they danced the night away to the blissful tunes of local musician Andy Cunningham. The Wexford Light Opera Society made their usual appearance and filled the function room with Christmas carols ensuring a wonderful festive feel to the night.

This year a fundraiser was organised for Temple Street Children's Hospital which raised over €1,000.



Pictured L to R : Gardaí Neil Murphy, Ann Marie Doyle and Alan Golden

## Wexford Marine Watch

Wexford MarineWatch provides voluntary Suicide Prevention Patrols along Wexford Quays, and has just entered its third successful year.

Its objective is to reduce the high level of deaths by suicide in the Wexford Harbour and Bridge areas. Both local Garda and Civilian members of staff have been involved with and volunteered for this worthwhile initiative.



Wexford MarineWatch provides the Harbour area with 'Safety Prevention Patrols' – operated various nights a week by trained Volunteers who give their free time to help save lives.

For the third year in a row there were no lives lost through suicide in the Harbour.

## Garda Concert Mayfield

Community Policing Unit Mayfield Cork organised a concert in aid of the Cope Foundation.

The concert which featured the Garda Band and Majella Cullagh and Joe Corbett was a huge success and €10,000 was raised to help the Cope Foundation in their work.



Pictured, Community Policing Mayfield handing over a cheque for €10,000 to the Cope Foundation.

## Fleadh Cheoil 10<sup>th</sup> – 17<sup>th</sup> August 2014

The 62<sup>nd</sup> Fleadh Cheoil na hEireann the world's biggest traditional Irish music festival was hosted by Sligo City from the 10<sup>th</sup> to the 17<sup>th</sup> August 2014. This was the second time for Sligo to host this event with the first time back in 1991. The event attracted in excess of 300,000 people to Sligo and over 10,000 musicians.

There were sessions in pubs, concerts, outdoor street and stage entertainment and the festival was a huge celebration of Irish music, dancing and language. Up to, which 300 Gardai were involved in the policing of this event which was a huge success and Sligo can look



forward to hosting this event all over again having been selected as hosts for 2015.

## Garda Annual World Cup

Community Gardaí in Anglesea Street and Mayfield organised and hosted the Garda Annual World Cup in August 2014. Fourteen teams from different countries around the world participated. The eventual winners were Ghana beating Brazil by 8 goals to 5 in a thrilling final.



## Oranmore Garda Station Open Day

Oranmore Garda station, Co. Galway held an Open Day on 6<sup>th</sup> September 2014.

Members of the public were welcomed at the station by Gardaí from the Gaillimh District who ensured that all visitors got a little glimpse of life in An Garda Síochána.

Visitors were treated to demonstrations by the Public Order Unit, Traffic Corps and the Scenes of Crime Unit. Garda vehicles were available on site for 'inspection' and this was especially welcomed by the younger visitors who took photo opportunities behind the wheel of our patrol vehicles. A special visit from the Garda Air Support Unit ensured that everyone got to see the Garda helicopter in all its glory. A barbeque was provided on site with refreshments. Face painting was provided for kids of all ages as well as a bouncing castle.

(Continued over)

# Regional Report

A 5km charity Fun Run/Walk was also held in conjunction with this Open Day and was officially started by Miss Lilly Mae Morrison (Tiny Dancer) and Galway singer, Aileen Henderson. At the time of going to print, a total of €13,432 was raised and donated to three local charities in Galway, namely 'Hand in Hand', 'Pieta House' and 'Cystic Fibrosis Galway Hospital Project'.



## Light up the Night and Save a Life

A Garda from Kilrush Garda Station who is also Secretary of Clare Crusaders Cycling Club set up this initiative to heighten safety awareness among vulnerable road users especially cyclists.

The campaign was supported by the R.S.A and the Chief Superintendent. We wanted to show the public that cyclists are serious about road safety and increase their visibility especially at night. It was also important to raise awareness of the law regarding pedal cycling.



The event centred around a safety workshop and a night time cycle around Ennis. We gave out Sam Brown Belts/Hi Viz Bags, Hi Viz Vests and a set of lights - 300 in total. Approximately 145 people took part in the cycle.

## Cultural Diversity Poster Competition

Garda Deirdre Quinn, Community Policing Unit in Tralee, a member of the Kerry Integration Implementation Group, organised a poster competition to promote Cultural Diversity and Integration in Kerry.

The competition was open to all amateurs, to submit a captioned poster demonstrating the theme of Cultural Diversity and Integration in Kerry. The winners received cash prizes, presented by the then Minister for Arts, Heritage and the Gaeltacht Jimmy Deenihan T.D. and their posters formed part of a county wide exhibition. Chief Superintendent Pat Sullivan attended the prestigious event along with other dignitaries from around Kerry.



## Pilot Secondary Schools Work Experience Programme

### Tralee

In November 2014, Superintendent Tralee Garda Station welcomed 7 students from Secondary Schools around the District on a pilot work experience programme. The students were given the opportunity to experience the range of work done by An Garda Síochána in Kerry.



## Naas Polar Plunge

In March 2014 members from Naas together with our colleagues in the PSNI took part in the Polar Plunge in Naas in aid of Special Olympics. Members from Naas Station, Scenes of Crime, CPD together with the District Officer took part. €2000 was raised in what was a very enjoyable and worthwhile event.



## Giro D' Italia Passing through Meath Division



On Sunday 11<sup>th</sup> May 2014 the famed international cycle race the Giro D'Italia, travelled through the Meath Division. Day Three of the event started in Co. Armagh, Northern Ireland and travelled south crossing the border at Forkhill and on through Dundalk, Dunleer and Drogheda. The race entered Meath Division south of Drogheda at Deepforde and travelled along the old Dublin Belfast Road through Julianstown and on into Balbriggan, Co. Dublin, a 187 KM stage in total.

Although the Co. Meath portion of the route was relatively short, it none the less required a major Garda operation. Road closure orders were issued so as to ensure the safety of all concerned. A number of turning points on the M1 were closed to traffic as were a large number of secondary roads along the route. A total of fifty Garda personnel from Meath Division were employed on the day to ensure a smooth operation. Although the weather took a turn for the worse just as the race approached large crowds lined the route, particularly at Julianstown. All enjoyed an unhindered view of the race and there was a tremendous festive atmosphere.

The planning team for this operation spent seven months putting the operation together and attending advance planning meetings with the adjoining Divisions. Inspector John Gordon, Traffic Inspector Meath Division, was project manager for the local policing operation.

## Cairdeas was officially launched on the 3<sup>rd</sup> March 2014 at the Radisson Hotel.

Gardai in Westmeath in conjunction with Councillor and Mayor Frankie Keena along with Westmeath Community Development Limited WCDL, Active Age and others met over an 8 month period to pilot and launch a visiting service for the elderly. Under Cairdeas, three Garda vetted and trained volunteers (always two at any time) agree to call to an elderly person who is interested in receiving a visit at an agreed time once a week for a set period on a social basis.

## Beep Beep Day 10/10/2014

Community Police in Westmeath visited a number of Crèches for Beep Beep Day to give road safety talks to the children and Hi Viz Jackets and information packs to parents



Garda Blake and Garda Donellan with children from Greenpark Montessori

## Galway District : Transition Year Programme

Galway District continued its Transition Year programme for schools in the area. The programme consisted of a day long course for attendees. This involved a tour of Galway Garda Station and presentations on the application process, training, and the history and structure of the organisation. The Traffic Corp explained how important it is for young people to respect the rules of the road. Each participant received a certificate.



# Strategic Goals

## Strategic Goal One - Securing Our Nation

Performance Indicator	Details
National security maintained	This performance indicator was achieved through analysis of intelligence, threat assessment and targeted operations.
Terrorist groups and extremists identified and targeted	This performance indicator was achieved by ensuring organisational awareness of identified high profile, national and international terrorist and extremist suspects.
Garda major emergency plans in place	This performance indicator was achieved. Major emergency plans are in place in all regions.
Regional major interagency emergency exercises conducted and training provided	This performance indicator was achieved through ongoing participation in multi-agency exercises nationally (agencies involved included the HSE, Iarnród Éireann, Local Authorities, Fire Services and several private industry partners).
Full Garda involvement in the national major emergency risk assessment process	The Garda organisation was fully involved in the National Emergency Risk Assessment Process, throughout 2014. Work undertaken throughout the country in 2014, at regional working group level, involved the Principal Response Agencies (PRA's) (including An Garda Síochána) working in collaboration. The work of these Regional Working Groups included carrying out exercises based on an ongoing risk assessment process. These exercises form part of an overall National Major Emergency Management Strategy.

## Strategic Goal Two - Proactive Policing Operations

Performance Indicator	Details
Property crime reduced and detection rates increased	Property Crime is up less than 1% in 2014, therefore the target of this performance indicator was not achieved. This slight overall increase was driven by rises in burglary (increased by 5%); theft/UT of vehicle (increased by 5%); and theft from vehicle (increased by 1%).
Violent crime reduced and detection rates increased	The target of this performance indicator was not achieved as levels of 'violent crime against the person' increased for the first time since 2008. This increase was driven by rises in both minor assaults (up 3%) and murder threats (up 23%). The number of recorded murder threats rose from 13 (in 2013) to 14 (in 2014). The number of murders committed remained unchanged at 52.
Children First National Guidance for the Protection and Welfare of Children, 2011 Implemented	This performance indicator was achieved, with Children First referrals made as appropriate in respect of child protection throughout the year.
Relevant Garda Inspectorate recommendations implemented	An Garda Síochána continued to implement relevant recommendations from the Garda Inspectorate. For example, the majority of the recommendations in the report of the Garda Inspectorate on Responding to Child Sexual Abuse had been adopted and implemented by the end of 2014.
Feelings of safety in communities increased	This performance indicator was achieved through numerous initiatives carried out from local to national level. Those initiatives included enhancement of services provided to victims of crime; a continued emphasis on Community Policing throughout the organisation; and numerous initiatives implemented through a variety of fora including press releases; transmission of the Crime Call series on national television; and enhanced use of social media.
Actions from the Government's National Drugs Strategy 2009-2016 achieved	This performance indicator was achieved. Of 15 actions which are solely or partly the responsibility of An Garda Síochána, 10 have been fully implemented and 5 are ongoing.
Review of Cross-Border Strategy completed	A review of cross-border strategy was undertaken and continued into 2015 in conjunction with our partners in the Police Service of Northern Ireland.

Performance Indicator	Details
Organised crime groups targeted and disrupted	<p>This performance indicator was achieved through operations coordinated under Operation Fiacla (targeting robberies; metal theft; burglaries; handling stolen property; possession of house-breaking implements; and unauthorised taking of MPVs); the targeting of drug trafficking and distribution networks; and the targeting human trafficking networks.</p> <p>A total of 621 organised crime groups were targeted over the course of the year.</p>
Targeted operations undertaken against individuals, groups or organisations engaged in white collar/financial crime	<p>This performance indicator was achieved through the raising of tax assessments of persons gaining financially from crime (46 in total) and commercial fraud investigations (33 in total).</p>
Property crime reduced and detection rates increased (re. denying criminals the use of our roads for criminal activity)	<p>The target of this performance indicator was not achieved as the overall property crime level was practically unchanged from 2013 (increasing marginally from 105,183 to 105,642). An emphasis on crime prevention in 2015, particularly in relation to vehicle crime may see improvements in this performance indicator.</p>
Overarching ANPR strategy developed and implementation commenced	<p>An overarching ANPR policy document has been drafted. It is expected that it will be approved by the Garda Commissioner shortly and that it will be implemented in 2015.</p>
Actions as set out in the Government Road Safety Strategy 2013-2020 achieved	<p>This performance indicator was achieved through the enforcement of relevant road traffic and road transport legislation; and maintenance of Garda Traffic Corps structure.</p>
Road fatalities and serious injuries reduced	<p>Although the number of serious injuries on our roads decreased by 9.75% (444) in the year-on-year comparison to 2013, the overall target of this performance indicator was not achieved due to a rise in fatalities, which increased by 3.7% (195).</p>
Compliance with road traffic legislation increased	<p>Mixed ratings were returned for this performance indicator. The number of speeding and seatbelt offences detected increased (by 8.3% and 3.9% respectively) in comparison to 2013, indicating a lower level of compliance with the legislation.</p>
Minimum 6,000 hours of enforcement by Go Safe cameras completed per month	<p>This performance indicator was achieved. Targets were reached and exceeded in each calendar month.</p>
Enforcement activity mapped to collision locations	<p>This performance indicator was achieved with enforcement activity mapped to collision prone zones throughout the year.</p>

## Strategic Goal Three - Ensuring Safe Communities

Performance Indicator	Details
An Garda Síochána Diversity Strategy 2014-2016 implemented	A new draft Diversity Strategy was completed. Implementation is expected in 2015.
Feelings of safety in communities increased through enhanced visibility, engagement and communication (re. supporting and protecting vulnerable and diverse sectors of our communities)	The organisation worked throughout the year to increase feelings of safety as set out in the Performance Indicator. A high visibility approach to policing was continued and is currently under review in order to further enhance our performance in this area.
Levels of confidence and satisfaction in An Garda Síochána amongst victims of crime increased	<p>To get feedback from victims of crime, there was regular consultation with victim support groups. In addition, a quarterly Public Attitude Survey commenced in October that asked victims of crime for their views. The Garda Inspectorate also spoke to victims of crime for its report on Crime Investigation. Although many victims of crime are happy with the service they receive, there was criticism of the level of service provided in many other cases.</p> <p>Following a pilot in three Garda Divisions, Victim Services Offices are to be established in each Division to provide a consistent and professional service to all victims of crime that would keep them informed of the progress of their case through the criminal justice system. Work commenced on setting-up these Offices in 2014 and they will be operational in 2015.</p>
Victims of Crime Forum held	A Victims of Crime Forum was held on 25/09/14.
Engagement with children and young people enhanced	The organisation continued to implement An Garda Síochána Schools Programme nationally. Community policing involvement in voluntary groups continued throughout the year. The Juvenile Diversion Programme was also implemented throughout the year. Training in restorative justice for Youth Justice Workers was provided through the Garda College and Continuous Professional Development Schools in March & April 2014.
Crime reduction programmes developed and implemented	This performance indicator was completed, with numerous crime reduction programmes developed and implemented throughout the year. Those initiatives included programmes in relation to the marking of farm equipment; metal theft; burglaries and home safety.
Feelings of safety increased (re. targeted local crime reduction and prevention initiatives)	This performance indicator was achieved through initiatives carried out at local to national level, through a continued focus on community policing and partnership.
Community safety campaigns and events held	This performance indicator was achieved, with community safety campaigns held throughout the year.

Performance Indicator	Details
Public order incidents reduced	This performance indicator was achieved. Public order incidents are down 11% on 2013.
Criminal damage incidents reduced	This performance indicator was completed. Criminal damage incidents are down 5% on 2013.
An Garda Síochána's Communications Strategy reviewed and updated	This performance indicator was not achieved. The organisational communications strategy was reviewed and re-drafted. It is expected that it will be approved by the Garda Commissioner shortly and that it will be implemented in 2015.
Information and public relations campaigns completed	This performance indicator was achieved. Numerous information and public relations campaigns were held during the year via both traditional and social media resulting in significant media coverage and public interaction.
Media management training programme completed	This performance indicator was achieved. Media management training was provided across a range of topics during managerial courses.

## Strategic Goal Four - Delivering a Professional Service

Performance Indicator	Details
Active engagement continued in the Haddington Road Agreement (HRA)	This performance indicator was completed. The representative associations are engaged with the HRA Sectoral Oversight Body regarding implementation of measures relating to incremental progression.
High Visibility Policing Strategy implemented	This performance indicator was completed. A high visibility approach to policing was continued throughout the year. A revised National Model of Community Policing incorporating a high visibility policing strategy has been drafted.
Structural review of all specialist units completed	This performance indicator was not achieved. A total of 85 Sections were selected to undergo the Specialisation Review process by the GRACE Specialisation Working Group. All Sections have completed the review process. To date, 17 Sections have been presented to the GRACE Steering Group with recommendations approved. However, the remaining 68 Sections are awaiting presentation to the Steering Group.
Recommendations of the Review of Health, Safety and Risk Management implemented	This performance indicator was not achieved. Feedback has been sought from each division and the results of that feedback will be assessed prior to the implementation of appropriate actions to address this issue in 2015.
Review of the Employee Assistance Service completed	This performance indicator was not achieved. Feedback has been sought from each division and the results of that feedback will be assessed prior to the implementation of appropriate actions to address this issue in 2015.
Regular constructive engagement under the Partnership Framework continued	This performance indicator was achieved. Meetings between Garda management and the representative associations took place throughout the year.
Alternative approaches to training (for example, on-line training, e-learning) developed and implemented	This performance indicator was completed with development of the Learning Management System (LMS) to facilitate aspects of the B.A. in Applied Policing.
Leadership capability Enhanced	<p>This performance indicator was achieved. Leadership training was provided in respect of promotions.</p> <p>Exploratory discussions have taken place with a number of third level institutions with a view to providing a Management Programme for Middle/Senior Garda Management.</p>

# Strategic Goals

Performance Indicator	Details
BA course developed	At year end, 200 Student Gardaí had commenced the B.A. in Applied Policing at the Garda College.
Phased implementation of Performance Accountability and Learning Framework (PALF) continued	The phased implementation of PALF continued to year end and is ongoing.
Performance and Accountability Framework (PAF) review completed	This performance indicator was not achieved, although substantial elements of the review were completed and changes implemented as a result. The review process is continuing into 2015 and it is anticipated that the review will be completed and recommendations for change implemented fully in 2015.
GPSU and Garda Internal Audit Section examinations and inspections completed	This performance indicator was achieved with examinations and inspections carried out across all regions.
Areas for improvement from examinations and inspections addressed	This performance indicator was achieved and improvements instigated on foot of examinations and inspections throughout the year.
Property and Exhibit Management System (PEMS) assessment conducted	This performance indicator was completed by the working group assigned to the task of reviewing the PEMS system.
New technology implemented to support the organisation	This performance indicator was completed with the development of a new E-Vetting system; the replacement of Suspect Interview Record Equipment (SIVRE) units in 10 locations; completion of phase 2 of the Major Investigation Management System (MIMS); and the development of a new Key Performance Indicator report system for warrants.
Technology to support the operations and administration of the organisation optimised	This performance indicator was achieved through initiatives that included the testing of tablet and laptop devices for delivery of secure information systems; the migration of the ANPR system to full national 3G capability; and completion of IT network core stabilisation works.
Implementation of the Garda Environmental Strategy continued	This performance indicator was achieved with ongoing energy usage reviews in selected sites as a part of the energy conservation campaign 'Optimising Power at Work'. Since April 2013, energy savings of €305,000 have been achieved through bill validation checks and changing suppliers.

Performance Indicator	Details
<p>2014 Garda Building Programme progressed</p>	<p>In July 2012, the Government announced a stimulus package which included three major Garda construction projects, namely the development of new Divisional HQ Stations at Kevin St and Wexford and the development of a new Regional/Divisional HQ Station in Galway. The projects were to be financed by way of public private partnership (PPP).</p> <p>The Department of Justice and Equality initiated discussions with An Garda Síochána, the Office of Public Works (OPW) and the National Development Finance Agency (NDFA) to progress the Garda projects included in the stimulus package and governance structures for the Garda PPP projects are established under chairmanship of the Chief Administrative Officer.</p> <p>In early 2014 the Department of Public Expenditure and Reform (DPER) informed the Department of Justice and Equality that the three aforementioned Garda projects are to be funded by way of traditional exchequer funding.</p> <p>A business case for the three Garda projects has been submitted to DPER and it has granted approval to the OPW to proceed to the next stage in relation to each of the projects.</p>
<p>Services delivered within budget</p>	<p>This performance indicator was achieved. The non-pay budget was balanced throughout the year. The overall Garda vote remained within budget following the allocation of €75.2 million to the organisation in November through supplementary estimates.</p>
<p>Cost savings through aggregate purchasing achieved</p>	<p>This performance indicator was achieved.</p> <p><b>Medical Services:</b> A tender for medical services in the Dublin Metropolitan Region was published on E-Tenders on 31<sup>st</sup> October 2014. The tender closing date was extended to 14 January, 2015. The tender is to establish a multi-supplier framework agreement of qualified doctors who will attend to detainees on request in the DMR on a 24/7 basis. The DMR accounts for circa 65% of annual expenditure for medical services. It is planned to publish tenders for the remaining lots in the first quarter of 2015.</p> <p><b>Cleaning:</b> As an interim arrangement pending the introduction of Office of Government Procurement (OGP) contracts in 2014/15, a series of short term tenders (12-18 months) covering those divisions/districts that require contract cleaners are being progressed. A total of 25 divisions are currently in contract. Tenders are being progressed in remaining divisions.</p> <p><b>Towing Management:</b> Contracts are currently being agreed at divisional level. A total of 21 divisions are currently in contract. Tenders are being progressed in the remaining divisions.</p> <p><b>National Age Card:</b> A Request for Tender (RFT) has been drafted and forwarded to the Office of Government Procurement (OGP), which is now awaiting sanction to proceed with the competition. Whether or not sanction is granted is dependent upon the Department of Public Expenditure and Reform which is currently considering if the age card is needed, in light of the rollout of the new Public Services card.</p>
<p>Witness costs at trials reviewed</p>	<p>This performance indicator was achieved with ongoing review of witness costs at trials.</p>

# Statistics

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## Crime Statistics

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Following the publication of the Garda Inspectorate report into Crime Investigation in November 2014, which found deficiencies in how An Garda Síochána recorded and classified some crimes, the Central Statistics Office (CSO) suspended the publication of crime statistics for Q3 and Q4 in 2014.

An Garda Síochána continued to work closely with the CSO and provided it with any information required during 2014. It also worked with the Expert Panel established to examine the crime counting rules. An Garda Síochána will update the 2014 Annual Report when the CSO Statistics for the whole of 2014 are available.

It is anticipated that the CSO will resume publishing the crime statistics as of June 2015.

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## Missing Persons Bureau

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### National Missing Persons Day

An Garda Síochána once again worked closely with the Department of Justice and Equality in its hosting of the second National Missing Persons Day event.

Missing Persons Day recognises those who have gone missing and the lasting trauma for the families and friends left behind. It provides those family and friends with a ceremony of reflection and hope and draws attention to the ongoing investigations for missing person's cases.

The event was attended by the Justice Minister Frances Fitzgerald, Garda Commissioner Nóirín O'Sullivan, along with representatives from the numerous agencies who support the search for missing persons, and the families and friends of those who remain missing in Ireland.

In 2014, An Garda Síochána investigated 9,179 missing person reports of which 31 still remained missing at year end. An Garda Síochána will not close a missing person investigation until the person is found. We will continue to invest in, and develop our policies, practices and procedures to ensure they are in line with best international practice.

### Child Rescue Ireland (CRI) Alert

Child Rescue Ireland (CRI) Alert is a system that An Garda Síochána can utilise to seek the assistance of the public when investigating child abduction cases. There are strict criteria which must be met before consideration will be given to launching a CRI Alert –

- The child is under the age of eighteen (18) years
- There is a reasonable belief that the child has been abducted

- There is a reasonable belief that there is an immediate and serious risk to the health or welfare of a child
- There is sufficient information available to enable the public to assist the Garda Síochána in locating the child

If these criteria are met, alert information is distributed to the public via several media – e.g. radio, television, social network sites, CRI Alert App, electronic road signs, and public transport operators. The CRI Alert message encourages the public to look for the abducted child.

In 2014, three CRI Alerts were successfully launched.

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## Extradition Section

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The role of the Extradition Unit continued to expand in 2014. A greater awareness throughout the organisation of European Arrest Warrant procedures led to an increase in relation to outgoing warrants being transmitted to other jurisdictions with a total of 91 requests recorded in 2014. This use of the extradition procedures is essential to ensure that fugitives do not escape justice by fleeing overseas.

The Extradition Unit continued to build its relationships with other European fugitive units through the ENFAST (European Network Fugitive Active Search Teams) network. ENFAST has been hugely beneficial as it enables direct contact between operational units with the goal of arresting wanted fugitives. In 2014, there was a 25% increase in the number of persons returned to Ireland via the extradition process from other jurisdictions.

There was also another increase in the volume of case files relating to Australia, which reflects the distance a person will travel to avoid capture by the Extradition Unit. However, through the use of international treaties, five people were returned to Ireland from Australia and four from the United States of America in 2014.

## Firearms Policy Unit

The Firearms Policy Unit continues to act as a central point of reference for all firearms licensing stakeholders throughout the country. Staff from the Unit liaise regularly with the Department of Justice and Equality, Registered Firearms Dealers, Shooting Range Operators and representatives from the hundreds of shooting bodies and gun clubs dispersed throughout the country. The Unit continues to update and monitor the firearms licensing section on the Garda website [www.garda.ie](http://www.garda.ie). All firearms application forms, Statutory Instruments relevant to the new legislation, a copy of the *Commissioner's Guidelines*, Frequently Asked Questions etc can be accessed by members of the public on the Garda website.

### Numbers of Firearm Certificates

The total number of all classes of firearm certificates in existence in the State at the end of 2014 was circa 205,000. Ensuring all outstanding firearm certificates are renewed throughout the country continues to be the number one priority for the Firearms Policy Unit. The continued assistance of the shooting public is paramount to ensure that all firearms are properly licensed and fully accounted for in every Garda District throughout the country. The

Firearms Policy Unit continues to work closely with all shooting representative groups, listens closely to their concerns, and do everything possible to resolve any issues on behalf of their members.

### Ballistics/Firearm Statistics

#### Ballistics (Firearms)

During the year 2014 a total of 689 firearms cases were processed by the Ballistics Section as illustrated in the table below:

Firearm Type	2010	2011	2012	2013	2014
Pistols	86	65	50	52	40
Revolvers	53	74	28	27	14
Light Machine guns	1	0	0	2	0
Sub-Machine guns	7	4	10	3	3
Assault Rifles	6	1	2	1	2
Blank Firing Pistols	21	11	19	12	24
Imitation Pistols	33	23	17	16	10
Imitation Revolvers	14	10	5	9	5
Rifles	55	76	50	50	41
Shotguns	153	144	150	125	100
Air Rifles	154	126	97	49	93
Air Pistols	217	203	166	177	216
Muskets	10	0	2	0	5
Stunguns	121	0	53	56	63
Crossbows	17	0	7	7	10
CS Gas	0	0	31	19	51
Silencers	0	0	9	7	12
<b>Totals:</b>	<b>948</b>	<b>737</b>	<b>696</b>	<b>624</b>	<b>689</b>

## Internal Affairs

### Discipline Section

During 2014, a total of 167 members were found in breach of discipline under the Garda Síochána (Discipline) Regulations 2007. These members received a combination of monetary sanctions, cautions, warnings and reprimands. The total monetary penalties imposed on members was €80,360.68.

These figures do not relate to members of the Garda Reserve and Probationer Gardaí, who are dealt with under the Garda Síochána (Admission and Appointments) (Amendment) Regulations 2001/2006. These figures do not relate to student Gardaí.

A total of 28 members were on suspension at the end of the year. Of the 28 members on suspension, 23 were subject to investigations in accordance with the Garda Síochána (Discipline) Regulations 2007 and five were subject to investigations carried out by the Garda Síochána Ombudsman Commission.

### Complaints Section

Since its inception in May 2007, the Garda Síochána Ombudsman Commission (GSOC) has been the sole authority for dealing with complaints made by members of the public in relation to members of An Garda Síochána. GSOC is also responsible for investigating matters referred to it by the Garda Commissioner, in accordance with Section 102, Garda Síochána Act, 2005, as amended, where the conduct of a Garda member may have resulted in death or serious harm to a person.

During 2014 a total of 1,323 files were opened by the Complaints Section of An Garda Síochána. This total included 60 incidents referred by An Garda Síochána to the Garda Síochána Ombudsman Commission in accordance with Section 102 of the Act. It also included complaints deemed admissible by GSOC, of which 612 were referred by the Garda Síochána Ombudsman Commission to the Garda Commissioner for investigation, in accordance with Section 94, Garda Síochána Act, 2005, as amended.

### Deaths in Garda Custody in 2014

#### Death of Mr. Darren Duff: 25<sup>th</sup> October 2014

There was one death in Garda custody in 2014.

On the 25<sup>th</sup> October 2014 Mr. Duff died while in Ballymun Garda Station. Mr. Duff was 26 years of age (DOB 21<sup>st</sup> August 1988). While in the care of Gardaí in Ballymun Garda Station Mr. Duff became ill and an ambulance was called. A short time later Mr. Duff stopped breathing and Gardaí performed CPR until the ambulance crew arrived. CPR was continued by the ambulance crew while Mr. Duff was taken to the Mater Hospital, where he passed away.

The Garda Síochána Ombudsman Commission was notified in accordance with Section 102 (1) of the Garda Síochána Act 2005 and attended the scene. To date an Inquest has not been held.

## Incidents Recorded Under Section 12 of the Childcare Act

Under Section 12 of the Child Care Act 1991, An Garda Síochána can remove a child from their parents/guardians if they believe there is an immediate danger to the child. The child must “as soon as possible be delivered up to the custody of the Child & Family Agency” who then make the independent decision as to whether a) to return the child to the parent having custody of him/her or a person acting in loco parentis or b) apply to Court for an Emergency Care Order. If an application for an Emergency Care Order is made then the Judge will hear evidence from the Child & Family Agency and An Garda Síochána as necessary and only on consideration of all the facts of the case will the Courts make an order.

For the period from 1<sup>st</sup> January 2013 to 31<sup>st</sup> December 2014 a total of 1,345 incidents were reported on PULSE under the incident type “Section 12 Child Care Act Invoked”.

This is based on the Date Reported, which is the date on which the incident was reported or became known to An Garda Síochána. Information is current as of 6<sup>th</sup> January 2015 and is operational, provisional and subject to change.

It should be noted that a number of individual children (defined as a person aged under 18 at the date of the incident) can be associated with more than one Section 12 incident in a year.

- In 2013, 728 individual children were identified in connection with the 758 Section 12 incidents.
- In 2014, 549 individual children were identified in respect of the 587 Section 12 incidents.

Region	Division	2013	2014	% Change
<b>Dublin Region</b>	D.M.R. Eastern	16	9	-44%
	D.M.R. North Central	31	14	-55%
	D.M.R. Northern	43	25	-42%
	D.M.R. South Central	44	20	-55%
	D.M.R. Southern	32	23	-28%
	D.M.R. Western	61	14	-77%
<b>Dublin Region Total</b>		<b>227</b>	<b>105</b>	<b>-54%</b>
<b>Eastern Region</b>	Kildare Div	17	18	+6%
	Laois/Offaly	17	21	+24%
	Meath Div	13	18	+38%
	Westmeath Div	19	3	-84%
	Wicklow Div	7	6	-14%
<b>Eastern Region Total</b>		<b>73</b>	<b>66</b>	<b>-10%</b>
<b>Northern Region</b>	Cavan/Monaghan	23	20	-13%
	Donegal	27	29	+7%
	Louth Div	53	39	-26%
	Sligo/Leitrim	9	5	-44%
<b>Northern Region Total</b>		<b>112</b>	<b>93</b>	<b>-17%</b>
<b>South Eastern Region</b>	Kilkenny/Carlow	29	11	-62%
	Tipperary	57	32	-44%
	Waterford Div	22	31	+41%
	Wexford Div	28	45	+61%
<b>South Eastern Region Total</b>		<b>136</b>	<b>119</b>	<b>-13%</b>
<b>Southern Region</b>	Cork City	30	44	+47%
	Cork North	20	44	+120%
	Cork West	11	21	+91%
	Kerry	30	14	-53%
	Limerick	41	32	-22%
<b>Southern Region Total</b>		<b>132</b>	<b>155</b>	<b>+17%</b>
<b>Western Region</b>	Clare	21	15	-29%
	Galway Div	29	20	-31%
	Mayo	16	6	-63%
	Roscommon/Longford Div	12	8	-33%
<b>Western Region Total</b>		<b>78</b>	<b>49</b>	<b>-37%</b>
<b>National Total</b>		<b>758</b>	<b>587</b>	<b>-23%</b>

## Missing Persons Reports

2014	High Risk		Medium Risk		Low Risk		Total	
	Reports	Untraced	Reports	Untraced	Reports	Untraced	Re-ports	Untraced
<b>EASTERN REGION</b>	<b>1,034</b>	<b>1</b>	<b>120</b>	<b>1</b>	<b>162</b>	<b>4</b>	<b>1,316</b>	<b>6</b>
Kildare	289	0	44	0	43	0	<b>376</b>	0
Laois/Offaly	132	1	14	0	23	2	<b>169</b>	3
Meath	155	0	19	1	49	2	<b>223</b>	3
Westmeath	234	0	13	0	14	0	<b>261</b>	0
Wicklow	224	0	30	0	33	0	<b>287</b>	0
<b>DUBLIN MET. REGION</b>	<b>2,855</b>	<b>8</b>	<b>246</b>	<b>1</b>	<b>379</b>	<b>4</b>	<b>3,480</b>	<b>13</b>
Eastern	303	0	37	0	44	1	<b>384</b>	1
North Central	518	3	31	0	51	1	<b>600</b>	4
Northern	744	0	59	0	69	0	<b>872</b>	0
South Central	400	2	25	1	56	1	<b>481</b>	4
Southern	321	1	47	0	68	1	<b>436</b>	2
Western	569	2	47	0	91	0	<b>707</b>	2
<b>NORTHERN REGION</b>	<b>571</b>	<b>3</b>	<b>83</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>749</b>	<b>3</b>
Cavan/Monaghan	86	1	16	0	17	0	<b>119</b>	1
Donegal	116	2	15	0	20	0	<b>151</b>	2
Louth	329	0	32	0	40	0	<b>401</b>	0
Sligo/Leitrim	40	0	20	0	18	0	<b>78</b>	0
<b>SOUTH EASTERN REGION</b>	<b>712</b>	<b>3</b>	<b>85</b>	<b>1</b>	<b>106</b>	<b>2</b>	<b>903</b>	<b>6</b>
Kilkenny/Carlow	143	0	14	0	26	0	<b>183</b>	0
Tipperary	172	0	14	0	17	0	<b>203</b>	0
Waterford	150	2	18	1	17	1	<b>185</b>	4
Wexford	247	1	39	0	46	1	<b>332</b>	2
<b>SOUTHERN REGION</b>	<b>1,865</b>	<b>0</b>	<b>132</b>	<b>1</b>	<b>189</b>	<b>0</b>	<b>2,186</b>	<b>1</b>
Cork City	796	0	51	0	65	0	<b>912</b>	0
Cork North	198	0	14	0	23	0	<b>235</b>	0
Cork West	116	0	11	0	16	0	<b>143</b>	0
Kerry	234	0	27	1	36	0	<b>297</b>	1
Limerick	521	0	29	0	49	0	<b>599</b>	0
<b>WESTERN REGION</b>	<b>358</b>	<b>1</b>	<b>65</b>	<b>0</b>	<b>122</b>	<b>1</b>	<b>545</b>	<b>2</b>
Clare	124	1	19	0	23	0	<b>166</b>	1
Galway	119	0	30	0	59	1	<b>208</b>	1
Mayo	66	0	8	0	19	0	<b>93</b>	0
Roscommon/Longford	49	0	8	0	21	0	<b>78</b>	0
<b>Total</b>	<b>7,395</b>	<b>16</b>	<b>731</b>	<b>4</b>	<b>1,053</b>	<b>11</b>	<b>9,179</b>	<b>31</b>

In 2014, there were 9,179 reports of missing persons. Of these, 7,395 were high risk, 731 were medium risk and 1,053 were low risk. The total number of persons still missing for 2014 is 31. This figure is operational and subject to change.

**FORENSIC SCIENCE LABORATORY DRUGS SECTION**  
**Received and Reported on from 01/01/2014 to**  
**31/12/2014**

<b>Category</b>	<b>grams/mls/Plant</b>	<b>Tbls/Sqr/Caps</b>	<b>Value</b>
Anabolic Steroids	-	1,335	€801
Barbituates	-	2	-
Benzodiazepines	4,004	140,171	€280,341
Cannabis Herb	1,226,027	-	€24,520,543
Cannabis Plants	15,463	-	€12,370,400
Cannabis Resin	528,756	-	€3,172,534
Cathinones	20,053	2	€701,856
Cocaine	104,968	6	€7,347,761
Diamorphine	39,434	51	€5,915,137
Hallucinogens	330	13,561	€139,489
Mixing agents	46,419	185	€23,209
Opioids Other	2,823	116	€932
Other	212	2,821	-
Phenethylamines	13,012	159,112	€2,371,943
Piperazine	1,271	8,583	€106,471
Sleeping Tablet	15	22,161	€44,322
Solvents	7,120	-	€4,272
Synthetic Cannabinoids	-	-	-
<b>TOTAL</b>			<b>€57,000,010</b>

These figures refer to drug seizures conducted by An Garda Síochána alone and do not include the amount and value of drugs seized in multi-agency operations in which An Garda Síochána was centrally involved.