



AN GARDA SÍOCHÁNA  
ANNUAL REPORT  
**2017**



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HIGHLIGHTS OF THE YEAR



**GARDA STAFF**  
new personnel joined



**ON THE ROAD**  
decrease in road  
deaths



**INVESTIGATION**  
assassination  
attempts stopped



**INVESTIGATION**  
missing person  
cases investigated

## AN GARDA SÍOCHÁNA AT A GLANCE

2017 was a challenging year for An Garda Síochána, but also a positive one. An Garda Síochána can look back with pride on its own role not only in ensuring public safety throughout the country during the last year, but also the vital role the organisation has played through its history and continues to play every day in protecting and supporting our communities.

While the last decade has been very difficult for An Garda Síochána, this year saw significant investment by Government in the service and many changes for the better. We are doing things differently. This Annual Report is testament to this. Produced with input from the Policing Authority, it clearly sets out where we met targets, partially achieved them or did not achieve them. In cases where we did not fully achieve our aims, they will be addressed as quickly as possible in 2018.

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17m

**ON THE ROAD**  
car registrations read  
by ANPR

4

**REPORTS**  
working days -  
average vetting  
processing time

765k

**FOLLOWERS**  
on social media

89%

**TRUST**  
public trust in  
An Garda Síochána

## COMMISSIONER'S FOREWORD



**“2017 was another challenging year for An Garda Síochána marked by significant positive developments, but also unacceptable behavioural and governance failures.”**

The widespread inaccurate recording of mandatory alcohol breath tests over an eight-year period, which An Garda Síochána uncovered and highlighted in 2017, was not in keeping with a professional and ethical police and security service. For that, An Garda Síochána has apologised.

That issue also highlighted matters that have been common to a number of other major issues in the organisation over a number of years - poor supervision, a disregard for data quality, management, governance, systems and training.

A focus of An Garda Síochána during the year has been to introduce new systems and processes so such failures can't happen again. However, systems and processes won't achieve this alone. There needs to be cultural change and in this regard in 2017 the Code of Ethics became the foundation of all our work. It has been made clear to all personnel that the Code of Ethics must be lived by each and every one of us every day.

## Commissioner's foreword - continued

There is a clear determination and commitment within An Garda Síochána to cultural change. This was shown by the response rate to our first ever Cultural Audit with 6,500 personnel giving their views on what is good about our culture and what needs to be improved. The results of the Audit will be published in May 2018.

There is also a strong commitment to organisational change. The Modernisation and Renewal Programme 2016-2021 did deliver a number of important projects in areas such as culture, performance management, risk management, governance, anti-money laundering and improved investigation of crimes against vulnerable people. This change is not happening as quickly as we would like and prioritisation of the Modernisation and Renewal Programme in 2018 will increase the speed of delivery of projects with the most benefits to the organisation.

There were also many operational success during the year that helped protect and support communities. Operation Thor continued to save thousands of people from the trauma of suffering a burglary.

Our response to the scourge of organised crime saw many lives saved and significant quantities of drugs and firearms seized.

We increased our armed response capability, which has enhanced our ability to tackle organised crime and protect national security.

The vast majority of people in this country said in 2017 that they don't believe there is a major crime problem in their local area, according to the Garda Public Attitude Survey.

The number of people who reported as being victims of crime fell during 2017 from 8% in 2016 to 6%.

Given the vital need to maintain community support for the delivery of an effective police service, over 80% of the public said they trusted An Garda Síochána in 2017.

National security continued to be protected through the enhanced use of intelligence and collaboration with international partners resulting in major arrests and seizures.

In the area of road safety, there was a 15% decrease in fatalities on our roads in 2017, which was the lowest level of road deaths since records began in 1959. This was very welcome. However, 159 people tragically lost their lives during the year. An Garda Síochána is working with our road safety partners and the public towards meeting the Government commitment of reducing road deaths per annum to 124 by 2020.

These kinds of results across all areas of policing and security would not have been possible without the dedication and commitment of all our people. Every day, they make a positive difference in the lives of individuals and communities.

With the assistance of Government, a number of very beneficial supports were provided to our people and the organisation during 2017. We welcomed 1,100 new staff members, the addition of new cars and new stations such as the state-of-the-art Wexford Divisional Headquarters.

To deliver a policing and security service An Garda Síochána works in cooperation with our stakeholders to include but not limited to the Department of Justice & Equality, the Policing Authority, Garda Inspectorate, Garda Síochána Ombudsman Commission, State bodies, and NGOs.

While 2017 was a difficult year for An Garda Síochána, there were also significant achievements. I am confident that 2018 will see further improvements that will help An Garda Síochána reach its goal of delivering a high quality, ethical policing and a security service that meets the expectations of the people we serve.

**Dónall Ó Cualáin**  
*Acting Garda Commissioner*



## OVERVIEW OF THE 2017 POLICING PLAN

### Progress at a glance

<b>1</b>	Prevention of Terrorist Acts	<b>2a</b>	Intelligence Analytic System
<b>3b</b>	Schengen	<b>3c</b>	PRÜM
<b>6</b>	Preventing Terrorist Attacks	<b>7a</b>	Cyber Crime Investigation Unit
<b>9a</b>	Public Attitude Survey (Tackling Crime)	<b>9b</b>	Decrease Incidents of Burglary
<b>9e</b>	PAS (Feelings of Safety)	<b>9f</b>	Recording Hate Crime
<b>11f</b>	Reporting Sex Offences	<b>11g</b>	Increase Detection of Sexual Offences
<b>13a</b>	PAS (Victim Satisfaction)	<b>13b</b>	Victim Services Offices
<b>16a</b>	PULSE (Non-Sex Crime)	<b>16b</b>	PULSE (Sex Crime)
<b>16e</b>	Increase Detections of Assaults	<b>17a</b>	Increase Detections of Drugs
<b>19</b>	Evidence Based Analytics	<b>20</b>	Joint Agency Response to Crime (J-Arc)
<b>23</b>	Road Compliance (23a-23b)	<b>23c</b>	Road Safety (Fatalities)
<b>25</b>	Multi-Agency Checkpoints	<b>26</b>	Automatic Number Plate Recognition Phase 1
<b>29</b>	Fixed Charge Processing System Audit	<b>30</b>	Roads Policing Training
<b>33</b>	Community Policing Framework	<b>34a</b>	PAS (Community Focus)
<b>35</b>	Performance Accountability and Learning Framework Phase 1	<b>36</b>	Online Engagement (Website)
<b>38b</b>	PAS (Local Service)	<b>38c</b>	PAS (Equal Treatment)
<b>40</b>	Schools Programme Review	<b>41</b>	PAS (Crime Prevention)
<b>44</b>	Joint Policing Committees Attendance	<b>45</b>	Re-Opening of Stations
<b>49</b>	Governance Structure	<b>50</b>	Risk Management
<b>52b</b>	Culture Audit (Assess)	<b>53a</b>	Vetting (eVetting)
<b>55</b>	Reports to Oversight Bodies	<b>56a</b>	Recruit 200 Gardaí per Quarter
<b>58</b>	Redeploy 165 Officers	<b>59</b>	Divisional Policing Model
<b>61b</b>	Detection Classification		

## Overview of the 2017 Policing Plan - continued

<b>2b</b>	Threat Assessments	<b>3a</b>	International Security Fora
<b>4</b>	Threats to the State	<b>5</b>	Engaging with Minority Groups
<b>7b</b>	Cyber Crime Strategy	<b>8</b>	Crime Prevention Strategy
<b>9c</b>	Decrease Incidents of Robbery	<b>9d</b>	Decrease Incidents of Assault
<b>10</b>	Divisional Protective Services Units	<b>11</b>	Human Trafficking Victims (11a-11e)
<b>11h</b>	ID Human Trafficking Victims	<b>12</b>	COSC Strategic Actions
<b>14</b>	Public Information	<b>15</b>	Computer Aided Dispatch
<b>16c</b>	Increase Detections of Burglary	<b>16d</b>	Increase Detections of Robbery
<b>17b</b>	Increase Detections of Firearms	<b>18</b>	International Collaboration
<b>21</b>	Strategic Approach to Offender Recidivism	<b>22</b>	Youth Justice Plan
<b>23d</b>	Road Safety (Serious Injuries)	<b>24</b>	RSA Data Sharing
<b>27</b>	Collision Prone Zones	<b>28</b>	Fixed Charge Processing System Improvements
<b>31</b>	Roads Policing Resources	<b>32</b>	Major Emergency Management
<b>34b</b>	PAS (Fear of Crime)	<b>34c</b>	PAS (Garda Visibility)
<b>37</b>	Online Engagement (Social Media)	<b>38a</b>	Diversity and Inclusion
<b>38d</b>	PAS (Include 16-18s)	<b>39</b>	Police and Community Engagement Pilot
<b>42</b>	Crime Prevention Days	<b>43</b>	Analytical Support
<b>46</b>	Cultural Audit (46/47)	<b>48</b>	Ethics (48a-48b)
<b>51</b>	Reports to Oversight Bodies	<b>52a</b>	HR Strategy & Operational Model
<b>53b</b>	Vetting (5 Days)	<b>54</b>	Online Child Exploitation
<b>56b</b>	Recruit 500 Staff	<b>57</b>	Recruit 300 Reserve Gardaí
<b>60</b>	Data Quality Unit	<b>61a</b>	Incident Classification

■ Achieved
 ■ Partially Achieved
 ■ Not Achieved

## NATIONAL POLICING



“Gardaí work in many different ways to fight and target crime nationwide. Specialist units such as the Garda National Economic Crime Bureau (GNECB) and the Drugs and Organised Crime Bureau (DOCB) all have a significant part to play in ensuring the safety of communities around the country.”

### Garda National Drugs and Organised Crime Bureau (GNDOCB)

The GNDOCB's role is to proactively, via intelligence led investigations, target organised crime groups operating regionally, nationally and internationally.

The GNDOCB had a number of significant operational successes during the year including seizures of firearms, drugs and cash.

#### Threat to Life - Preventative Operations 2017

During 2017, there were 26 operations mounted by the GNDOCB to prevent loss of life. On each occasion an assessment of the situation indicated that there was a serious and imminent threat to the life of an individual or individuals. Preventative measures and executive actions deployed by the GNDOCB and the Serious Crime Task Force (SCTF) prevented such attacks.



## National Policing - continued

### Conspiracy to murder investigations

**4 April 2017** - 1 prisoner arrested in Dublin 1 - charged with conspiracy to murder a named person residing in Northern Ireland.

**7 August 2017** - 2 people arrested in Dublin 12 in possession of a 9mm pistol and six rounds of ammunition. Charged with possession of firearms with intent to endanger life and conspiracy to murder a named person.

**6 November 2017** - 4 people arrested in Dublin 3, in possession of a 9mm pistol with silencer and 15 rounds of ammunition - charged with possession of a firearm with intent to endanger life and conspiracy to murder a named person.

### Significant Drug Seizures

- **20 January 2017 - Operation A** - Dublin Port - Seizure of 1,873 kgs of cannabis valued at €37.5 million. Joint investigation with Revenue Commissioners Customs Service.
- **28 January 2017 - Operation B** - Naas, Co Kildare - 2 people arrested. 10 kg heroin, 20 kg cocaine seized with a value of €2.9 million together with an assault rifle and ammunition.
- **31 January 2017 - Operation C** - Ashbourne, Co. Meath - 4 people arrested and 160 kgs of cannabis herb seized with a value €3.2 million.
- **31 March 2017 - Operation D** - Dublin 5 - 1 person arrested and 20kgs suspected cocaine and 4 kgs cannabis herb seized with a value of €1,424,000. A number of gun barrels and rounds of ammunition were also seized.
- **24 June 2017 - Operation E** - Slane, Co Meath - 2 people arrested. 10kgs of cocaine with a value of €700,000 and 26.5kgs of cannabis herb with a value of €530,000 seized.
- **July 2017 - Operation F** - Ballyfermot, Dublin 10 - 3 people arrested and 187kgs Cannabis Herb with a value of €3.7m and 3kgs heroin with a value of €420,000 seized.
- **August 2017 - Operation G** - Finglas, Dublin 11 - 2 people arrested and €1.5M drugs seized.
- **15 November 2017 - Operation H** - 2 Locations in Meath. 2 people arrested and 310kgs cannabis herb with a value of €6.2m, 100kgs cannabis resin with a value of €600,000 and 3kgs cocaine with a value of €210,000 seized.
- **5 December 2017 - Operation I** - Newcastle, County Dublin. 1 person arrested. Cannabis herb with a value of €3.2 million seized.
- **20 December 2017 - Operation J** - Drumcondra, Dublin 9. 2 people arrested. Cocaine, heroin, cannabis, ecstasy and ketamine with a value of €3.2 million seized.

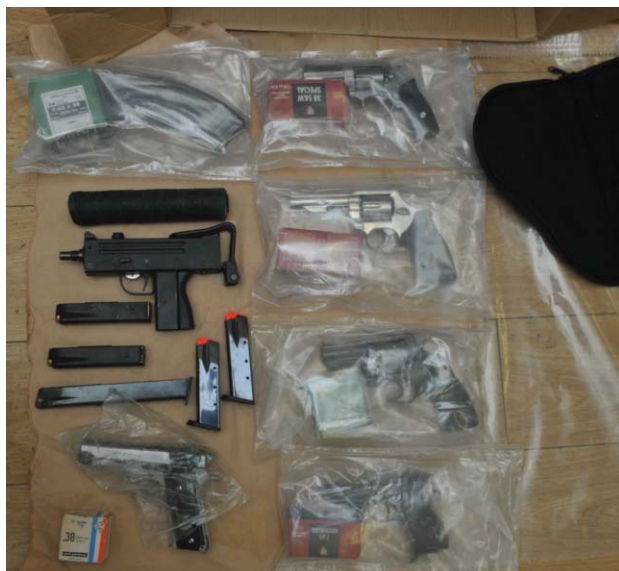


Bag containing €829,000 cash, Naas, 1/9/17.

## National Policing - continued

### Significant Cash Seizures

- **24 January 2017** - Sallins, Co. Kildare - €284,310 cash seized and 1 person arrested.
- **4 May 2017** - Sandyford, Co Dublin. €311,740 cash seized and 2 people arrested.
- **24 June 2017** - Greenhills Road, Walkinstown - €360,000 cash seized and 3 people arrested.
- **1 September 2017** - Naas, Co. Kildare - 2 people arrested and €829,000 cash seized.



Firearms/ammunition seized in Rathcoole 24/1/17.



Firearms/ammunition seized in Rathcoole 24/1/17.

### Examples of Firearm Seizures

- **24 January 2017** - Rathcoole, Co. Dublin - 4 people arrested and 15 firearms (revolvers, pistols and rifle) and ammunition seized at 52 Grant Drive, Greenogue Industrial Estate, Co. Dublin.
- **31 March 2017** - Dublin 5 - 350 rounds of ammunition, 9 magazines for various firearms and 3 pistol barrels recovered.
- **19 July 2017** - Connolly Train Station, Dublin - 2 people arrested and 1 pistol and 3 rounds of ammunition seized.
- **6 September 2017** - 1 person arrested - 1 9mm pistol and silencer with 8 rounds of ammunition seized.
- **19 September 2017** - Blanchardstown - 1 person arrested - 1 pistol and magazine together with 9 rounds of ammunition seized in conjunction with drugs and two stolen motor bikes.
- **28 September 2017** - Richmond Road, Dublin 3 - Recovery of a submachine gun, 2 magazines and 40 rounds of ammunition.

Illicit Drugs Seized	€75,596,440
Cash Seized	€ 3,449,365
Firearms Seized	29 Firearms & 1894 Rounds of Ammunition
Threat to Life Operations	26

Garda Drugs and Organised Crime Successes 2017.

## National Policing - continued

### Operation Thor

Operation Thor is An Garda Síochána's national anti-crime strategy, which was launched in November 2015.

The primary focus of Operation Thor during the autumn and winter months is on preventing and detecting burglaries. During the spring and summer months it is extended to preventing crimes against the person, enhancing community safety and confidence, and reducing incidents of public order.

Proactive policing under Operation Thor has led to the disruption of Inter-Regional Travelling Criminals (IRTCs) operating nationwide, using the extended motorway network, and has resulted in the arrest of a number of prolific offenders targeted under this initiative.

Dedicated days of action under Operation Thor were undertaken in each Garda Region during the year, with a particular focus on the provision of crime prevention advice, victim support, and on generating awareness by informing and educating owners of property of the modus operandi of those engaged in committing burglaries.

Since Operation Thor began in November 2015 up to the end of 2017, it has resulted in:

Arrests	6,494	
Checkpoints	103,262	
Residential Burglary Incidents	29,951	- 32%
Non-Residential Burglary Incidents	10,385	- 25%

Nationally, crimes against the person were up 12% in 2017 as compared with 2016, criminal damage was up 5%, and public order was up 7%. This upward trend in these types of crime will be targeted during 2018.

### Tackling Crime

#### Operation Thor, Kilkenny/Carlow

The focus of Operation Thor - Project Storm is to disrupt criminal's residing within and travelling through Kilkenny/Carlow Division and reinforce feelings of safety within the community, especially our rural communities. Criminals are deterred from committing crime in an area perceived as being heavily policed. It uses analysis to police areas where burglaries are most prevalent and target individuals engaged in associated criminal activity.

As well as checkpoints and high visibility policing, crime prevention stands were set-up in large urban shopping centres and there was significant engagement by local management with businesses, voluntary groups and communities.

In 2017, there were nine Operation Thor - Project Storm operations conducted in the Kilkenny/Carlow Garda Division, which resulted in a significant number of arrests and a reduction in burglaries.

#### Operation Thor, Cahir

On 9 June 2017, as part of Operation Thor, the Regional Support Unit conducted a special operation in Cahir where it was discovered that an Operation Thor target was renting a shed, believed to contain a large amount of stolen property.

In the course of the execution of a search warrant, various pieces of equipment and vehicles were discovered. This included: a quad bike stolen in London, a large of amount of tools, electronic equipment and a number of vehicles. The value of property discovered was in the region of €200,000. The tenant of the shed was arrested and the matter is before the Courts.

# National Policing - continued

## Garda National Protective Services Bureau (GNPSB)

### Garda Victim Liaison Office (GVLO)

In 2017, the GVLO was primarily engaged in preparing for the transposition of the EU Victims Directive 12/29 into Irish Law. The Criminal Justice (Victims of Crime) Act 2017 was transposed in November 2017. A number of initiatives were progressed in anticipation of the introduction of the Act which included the further training of Family Liaison Officers in October. In addition, training was provided in 2017 for all GVLO staff nationally on the requirements and obligations placed on the organisation as a result of the new legislation.

A training package was devised and delivered in November to senior Garda management highlighting their responsibilities in ensuring the rights of victims in criminal investigations. The GVLO was represented on a number of groups that included Connecting for Life and Pathways for Referral, which are multi-agency initiatives for suicide prevention and the reduction of the incidences of suicide.

The GVLO also provided material to The Bar Council in the launch of their on-line training programme for practitioners involved in implementing this legislation. The GVLO were and continue to be involved in preparatory discussions with Garda College staff on the creation and delivery of a training programme for the organisation as a whole.

### Garda Victim Service Offices (GVSO)

A GVSO is now established in each of the 28 Garda Divisions. The Garda Síochána Analysis Service (GSAS) conducted a review of the GVSOs and during 2017 the findings of this review, having been examined by the GVLO, fed into the ongoing support and training for the GVSO staff with a view to further enhancing our service to victims. In September, the GVLO organised a four-day training seminar for staff members in the GVSO. The course explored the existing Garda policies, procedures and processes in place as they relate to victims of crime who report to An Garda Síochána.

## Domestic Abuse Intervention and Policy

An Garda Síochána launched its Domestic Abuse Intervention Policy in April 2017. Within this policy, clear guidelines are provided for first responders to domestic abuse calls including the first two tiers of a risk assessment process, that commences on receipt of the call requiring Gardaí to attend. This leads to the more detailed process of risk assessing the victim and family at scene.

As well as outlining the arrest procedure, there are clear instructions and advice on what actions may be taken where no formal complaint is received and/or no power of arrest is present. The early acquisition of evidence is reiterated and the policy places emphasis on the value of liaising and communicating with local support services. In addition, call backs to victims are not just advised, they are mandatory.

The GNPSB acknowledges that creating and circulating a policy is not enough and as such the policy is being monitored to ensure its implementation. This is being conducted by way of dip sampling of domestic abuse incidents and communication with both District Officers and District Domestic Abuse Inspectors on a national basis to ensure a proper service with local stakeholders is provided.

An evaluation was also conducted of the eight pilot Divisions who received the Domestic Abuse Preliminary Investigation Kits. The response was extremely favourable resulting in sanction being sought for a similar version to be issued nationally.

The GNPSB is an active agent and supporter of the awareness campaign as part of COSC's second National Strategy on Domestic, Sexual and Gender based Violence 2016-2021 and resulting from this provided a number of media interviews to raise awareness of domestic abuse on a national level.

In conjunction with our colleagues in the Garda College, a review has been conducted of the Domestic Abuse training model to ensure that it encapsulates the dynamic, expansive and coercive nature of domestic abuse with the GNPSB providing regular presentations. In addition, further training by NGOs is being provided to members.



## National Policing - continued

To ensure An Garda Síochána is providing a professional service at every juncture with regard to domestic abuse cases, the GNPSB liaised regularly with:

- The Director of Public Prosecutions office to ensure the best quality of files were presented to the courts.
- GSAS to ensure quality data collection.
- Support Services such as Women's Aid, National Women's Council of Ireland (NWC), LGBT to reiterate that we are a point of contact for issues both on a national or local basis.
- The Probation Service so that case management can be implemented on the planned release of a high risk offender.

### Missing Persons Bureau

The number of missing persons reported to An Garda Síochána in 2017 was 9,522. This is a decrease of 3% from the previous year. Thankfully, the vast majority of these people were located within a short period of time, but unfortunately 36 remained missing at year-end. As with all missing person investigations, these cases will remain open and active until such time as the person is located.

Operation Runabay was launched by the Missing Persons Bureau at the GNPSB in January 2017. Its purpose is to identify the remains of persons located on the western coastal area of Great Britain who may have been reported missing in Ireland. Operation Runabay involves ongoing liaison between An Garda Síochána, the UK's National Crime Agency (NCA), North Wales Police and Forensic Science Ireland. (FSI). DNA samples have been voluntarily provided by families of the missing so that comparative analysis can be carried out.

Samples were initially provided following an appeal made at Missing Persons Day 2016 and subsequently further appeals have been made through various media outlets. Personnel at the Missing Persons Bureau are available to take these samples from people who wish to provide them. Alternatively, they can provide samples to local Gardaí if they so wish.

Vital assistance has been provided by Dr Eleanor O'Rourke, Ocean Sciences & Marine Institute of Ireland in the provision of information on tidal currents of the seas surrounding Ireland, which will hopefully assist in identifying probable locations where remains may be found. Professor Dorothy Ramsbottom, Forensic Science Ireland is supporting the operation and is working with An Garda Síochána to streamline the processes involved.

It is envisaged that in the future Operation Runabay will focus on missing person's cases from all coastal regions of Ireland, and will be expanded to include enquiries with the relevant authorities in Spain, Portugal and France.

In 2017, 81 DNA samples were taken and there were four successful matches bringing the total number of identifications to six since the launch of Operation Runabay. A number of other potential investigative opportunities have also been identified.

This operation has and will hopefully continue to successfully provide closure to some of the families of long-term missing persons.

### Sex Offender Risk Assessment Management (SORAM)

The SORAM Manual of Practice is in operation and assists all agencies, including An Garda Síochána, in the risk management of convicted sex offenders living in the community.

The National SORAM Office commenced its oversight role with the 28 multi-agency local SORAM Teams in 2017. The oversight remit involves the review of risk management plans and the provision of support to local SORAM Teams. Another important function of oversight is the collation of data to assist national planning for SORAM.

Number of missing persons reports	9,522
Number missing at year end	36

## National Policing - continued

### Online Child Exploitation Unit (ONCE)

Managed by INTERPOL, the International Child Sexual Exploitation (ICSE) image database is a powerful intelligence and investigative tool that allows specialised investigators share data with colleagues worldwide.

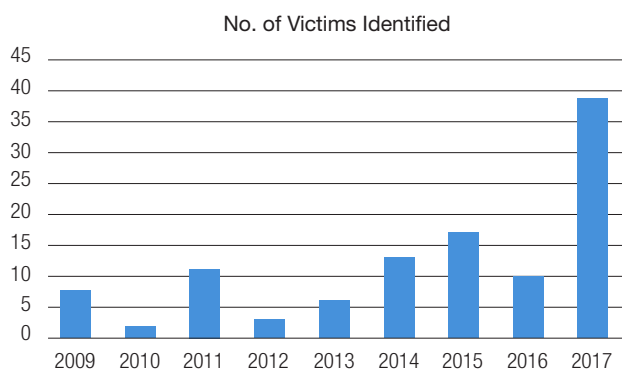
Since 2009, detectives at the ONCE, trained in the use of ICSE database, have used this tool to identify victims of child sexual abuse by analysing photographs and video recordings showing the sexual abuse of children that have been distributed on the internet as 'child pornography'.

While many victim identifications arise from enquiries conducted following analysis by the ONCE of those photographs and video recordings, some victim identifications arise in the course of child sexual abuse and exploitation investigations. This happens when it is subsequently discovered that photographs and/or video recordings of the sexual abuse have been produced for the purpose of distribution.

Up to June 2017, the ONCE was responsible for the identification of 73 children as victims of sexual exploitation.

An Garda Síochána, in July 2017, established a Victim Identification Unit at the GNPSB. That unit's main focus is the identification of victims of child sexual exploitation through the analysis of photographs and video recordings that have been made available on the internet. Since its establishment in July 2017, the Victim Identification Unit has identified 35 victims of child sexual exploitation.

The substantial increase in the number of victims identified since the establishment of this unit can be seen in the graph below:



### Child Sexual Abuse (Free-phone) Reporting Line 1800 555 222

In March, to improve our response to child sexual abuse, the Garda Child Sexual Abuse Reporting Line -1800 555 222 - was launched by the Garda Commissioner.

The introduction of the reporting line followed a recommendation in the Garda Inspectorate Report No.7 Responding to Child Sexual Abuse.

The dedicated free-phone line is manned on a 24/7 basis. By the end of 2017, a total of 110 calls were received on the reporting line.

In conjunction with the launch of the phone line, An Garda Síochána has also published an information leaflet on the options available to people wishing to report sexual crime and child abuse. This guide is available on [www.garda.ie](http://www.garda.ie).

An Garda Síochána encourages victims of child sexual abuse to report any such incident, including those incidents of an historical nature, at the earliest opportunity in order that, where possible, An Garda Síochána may make the perpetrator accountable.

### National Child Protection Unit (NCPU)

In March 2017, the Garda Commissioner established the NCPU at the GNPSB.

The NCPU was established to enhance our role in safeguarding the constitutional and human rights of children in the State by further developing interagency working between An Garda Síochána, Tusla - the Child & Family Agency, the Health Service Executive (HSE) and other agencies (statutory and non-governmental) promoting the protection and welfare of children.



## National Policing - continued

### Human Trafficking Investigation & Co-Ordination Unit (HTICU)

The extent of human trafficking discovered in Ireland has shown an increase. In 2017, co-operative efforts engaged in by the State's law enforcement agencies, Government officials and NGOs resulted in uncovering incidents of human trafficking and its victims, which led to investigations, prosecutions and convictions.

The continued programme of training and raising awareness carried out by the GNPSB within An Garda Síochána and its partners is believed to be a contributory factor in raising awareness of human trafficking. This is reflected in the fact that victims are being identified all over the country and not just in major urban centres.

The Criminal Justice (Victims of Crime) Act 2017 came into law in 2017. This puts on a legislative basis the provision of information to, protection and support for victims of crime including victims of human trafficking.

The Santa Marta Group, endorsed and supported by Pope Francis, is an alliance of International Police Chiefs and Bishops from around the world working together with civil society to eradicate human trafficking and modern day slavery.

The North Atlantic Maritime Project under the Santa Marta Project is tackling labour abuses and human trafficking in the maritime industry.

In 2017, there has been an increase in the number of victims of human trafficking identified under this project in the fishing industry. The stakeholder group formed under the umbrella of Santa Marta Group comprising of the Catholic Church, An Garda Síochána, Police Service Northern Ireland (PSNI), State agencies and civil society met in June 2017. The Federation of Irish Fishermen are a key stakeholder in the North Atlantic Maritime Project and were represented at the meeting.

An Garda Síochána and the Department of Justice and Equality have planned a research project in conjunction with the Mary Immaculate College, Limerick to identify high quality data sets that exist in Ireland on human trafficking; enhance existing information; collaborate with NGOs; analyse human trafficking and slavery information data; hold workshops to disseminate awareness raising information to bodies such as schools and institutions, and to deliver a report and handbook.

### Operation Quest

Operation Quest is tasked with the investigation of organised prostitution and the criminality that surrounds it.

The increase in the number of victims being identified for sexual exploitation can be attributed to some degree to the fact that Operation Quest continues to work in partnership with the HTICU, which has been bolstered by increased resource allocation.

### Operation Flotilla

There has been a renewed emphasis on following the money in human trafficking investigations. The HTICU in conjunction with the Garda National Economic Crime Bureau (GNECB) are in the process of building strong relationships with banks and financial institutions. Operation Flotilla was initiated in 2017 with the emphasis of identifying money flows from the proceeds of human trafficking.

On an international level, An Garda Síochána is part of the Financial Action Task Force (FATF) Project which focuses on identifying financial flows from human trafficking and the smuggling of migrants. An Garda Síochána is also part of the Europol EMPACT Group that also focuses on following the money and financial flows in this area. In 2017, three members of the HTICU received training in money laundering and financial investigations.

# National Policing - continued

## Garda National Economic Crime Bureau (GNECB)

### goAML IT Solution

In June 2017, a new IT system goAML (Government Officers Anti-Money Laundering) went live. The system enables reporting entities like banks, accountants and solicitors to report on-line to the Financial Investigation Unit (FIU) any suspicious transactions they uncover.

The system provides for an analytical capability on receipt of Suspicious Transaction Reports (STRs). It also allows for the FIU to educate and warn reporting entities about new trends and typologies to look out for.

### Financial Action Taskforce (FATF) Mutual Evaluation of Ireland

In September 2017, Ireland received its mutual evaluation report on anti-money laundering and counter-terrorist financing measures.

The FIU in particular and An Garda Síochána in general received numerous positive comments on the work into the prevention, detection and prosecution of money laundering offences. The FIU received a “substantial” rating and is alongside all the leading FIUs in Europe.

The report also pointed out short comings in relation to resources and IT capability at that time. The issue around resources in particular will be closely monitored by the FATF based at the offices of the OECD in Paris, when Ireland is asked to provide “follow-up” on the evaluation over the next three years.

### GNECB Fraud Course

The GNECB continued the training of Garda members countrywide in its fraud investigation course. The course is affiliated with University College Dublin, which awards a postgraduate Certificate in Fraud & E-Crime Investigation. 44 personnel were trained in 2017.

### Garda Fraud Conference

The second Garda Fraud Conference was held in September 2017 under the theme of “Follow the Money”. Approximately 100 people attended the conference, most of whom were trained Garda fraud investigators.

### Outreach/Education by FIU/MLIU

The FIU and the Money Laundering Investigation Unit (MLIU) have specified remits to provide presentations to reporting entities under the Criminal Justice (Money Laundering and Terrorist Financing Act) 2010.

Twenty-two such presentations were provided to banks, credit unions, lawyers, accountants and the Department of Justice and Equality. In addition, 19 internal presentations were provided at the Garda College, CAB, and Anglesea Street Division. Further to this, 35 Detective Sergeants were trained in the investigation of STRs and money laundering offences. This outreach has led to a steady increase of offences being properly recorded as money laundering and being investigated accordingly.

### Industry Presentations

Throughout 2017 members of the GNECB presented at many conferences and seminars to various industries.

In addition, presentations were made to the four main banks covering areas such as human trafficking, terrorist financing, fraud, and money laundering.



## National Policing - continued

### Garda National Cyber Crime Bureau (GNCCB)

The GNCCB provides support to the An Garda Síochána for cyber-enabled crime and aids in the investigation of cyber-dependant crime such as data breaches and distributional denial of service (DDOS) attacks. The GNCCB engages with industry and the public regarding awareness and prevention of these crimes.

The GNCCB liaises with international law enforcement partners, in particular with European Cybercrime Centre (EC3). The GNCCB provides cybercrime training through various training programs including the Senior Investigating Officers Course, the Detective Sergeant Training Course and engagement with the Garda College regarding the training of probationer Gardaí.

In 2017, the GNCCB participated in the first-ever coordinated action week to counter the evolving criminality on the Darknet in a multi-disciplinary law enforcement manner by focusing on multiple crime areas. More than 40 investigators and experts mapped active targets in their specific crime areas and developed intelligence packages. This resulted in 272 targets listed, 73 of whom were prioritised for further investigation, and 42 cross-matches identified across the different areas.



### Criminal Assets Bureau (CAB)

The CAB's remit is to target the assets, wherever situated, of persons which derive or are suspected to derive, directly or indirectly, from criminal conduct.

The CAB uses its powers to deny and deprive criminals of assets. The CAB strives to keep up to date with law enforcement trends at home and abroad.

One of the primary focuses over the past year has been on associates of major organised crime gangs. There has also been work conducted on organised burglary and robbery gangs, fuel and tobacco smugglers, those involved in organised prostitution, and in local, national and international crime.

The type of assets targeted by the CAB during the year included cash, jewelry and watches, motor vehicles, houses, mobile homes, virtual currencies and a racehorse.

The CAB cooperates closely with Garda units attached to Special Crime Operations, in particular the GNDOCB, as well as regional and local Garda Divisions.

During 2017, the CAB trained an additional 108 local asset profilers who submit profiles to the Bureau for consideration as new targets and who are tasked with undertaking inquiries by the Bureau. There are currently 259 Gardaí trained as asset profilers.

During the year the Chief Bureau Officer, Bureau Legal Officer and senior management provided a briefing to a number of Joint Policing Committees to inform them about the CAB's statutory remit and emerging crime trends.

The CAB has recognised the use of cryptocurrency as an emerging trend among criminals and has shared its learning with Gardaí through the Garda Portal and awareness training.

Full details of the activities of the CAB during 2017 will be published in its annual report.

*Acting Commissioner Dónall Ó Cualáin with Pat Calvin, Chief Superintendent Criminal Assets Bureau on his visit to CAB in December.*

# National Policing - continued

## Garda National Immigration Bureau (GNIB)

In 2017, the GNIB prioritised, continued or instigated the following investigations:

### Operation Vantage:

This operation targets sham marriages and continued engagement with other State agencies such as the Irish Naturalisation and Immigration Service (INIS) and the Department of Social Protection has further enhanced the investigative response to date and helped mitigate against emerging trends.

Investigations expanded to include current and retrospective marriages of convenience and residency cards which have accrued from artificial conduct and fraudulent applications. This joint response has resulted in hundreds of immigration permissions becoming revoked. In 2017, Operation Vantage recorded 31 arrests.

In addition, the unit investigated a number of agents who sought to exploit the immigration system between Ireland and the United Kingdom. A joint criminal investigative response continues to form part of our ongoing commitment to protect the immigration legislation and policies between both jurisdictions.

Operation Vantage worked alongside all other EU countries in exposing sham marriages and a Europe-wide investigation, coordinated by Europol, is ongoing. The input and service provided by both Europol and EUROJUST has fostered this Europe-wide response and Ireland works closely with seven other police services across Europe to tackle this abuse.

### Operation Polite:

In early 2017, two Dublin Airport based airline employees were arrested and charged following an intensive intelligence and resource led investigation into the commission of offences under the Illegal Immigrants (Trafficking) Act, 2000. Proceedings commenced on indictment in 2017 leading to convictions in respect to various offences.

### Operation Sonnet:

This was established to target, detect and prevent illegal immigration into the State through the land borders within the jurisdiction. Since its inception, there has been a targeted amount of stop and search operations conducted nationally co-ordinated by the GNIB. National days of action were successfully completed throughout the year with the participation of many Garda Divisions nationwide. Many individuals were detected during the course of these operations. Two days of action took place in 2017, which resulted in 22 persons detected for immigration offences.

In the course of these investigations, An Garda Síochána, through the GNIB, prevented potential victims from being subject to criminal activity. The organisation contributed to the achievement of enhanced co-operation with its partners both internally and externally, at national and international level, regarding investigation and intelligence sharing at all levels to mutually beneficial outcomes.

### International Co-Operation

The GNIB continued to carry out investigations into individuals and groups associated with organised crime relating specifically to the abuse of immigration permissions, policy and law.

This requires national and international collaboration. In this regard, the GNIB had close operational working relationships with the INIS, United Kingdom Border Agency (UKBA), Office of the International Protection Commissioner (ORAC) and Health Service Executive (HSE).

The GNIB also liaised with other European police services through Europol and Interpol, and has strategic operational partners in the United Kingdom, Holland, Poland and Spain, where immigration related investigations are currently co-ordinated and on-going.



## National Policing - continued

### Immigration Control Dublin Airport

2017 was a significant year for change within the GNIB with the transfer of the frontline immigration control function at Terminal One and Two, Dublin Airport to our colleagues at the INIS on 1 October 2017.

In 2017, while fulfilling its immigration control function, the GNIB detected attempts to enter the State by persons who had in their possession bogus and stolen passports and other documents. The detection of smuggling of illegal immigrants and suspicious movement of illegal immigrants into the country was included in the actions taken by the organisation's immigration officers.

### Refusal Numbers 2017

While An Garda Síochána, through the auspices of the GNIB, facilitated the movement of millions of foreign nationals who visited throughout 2017, its immigration officers refused, or assisted in the refusal of permission to enter the State of 3,908 such persons who did not meet the necessary requirements.

### Removal Numbers 2017:

The GNIB also co-ordinated the removal of foreign nationals who were resident in the State for some time. 202 foreign nationals who were subject of either removal, transit or deportation orders, were removed from the State in 2017, with 107 of these persons having acquired criminal convictions while resident in Ireland.

The wide range of immigration related crime detected and investigated by the GNIB throughout 2017 included criminality associated primarily with bogus marriages, along with bogus colleges, unlawful employment and bogus social welfare claims arising from illegal immigration.

### Garda National Bureau of Criminal Investigations (GNBCI)

#### Stolen Motor Vehicle Investigation Unit (SMVIU)

The SMVIU investigates organised vehicle crime.

In 2017, SMVIU participated in 53 searches under warrant. 45 vehicles, machines and caravans were recovered by the unit to an approximate value of €1.4 million. The unit has also assisted in identifying 48 further stolen items to an approximate value of €670,000.

#### Intellectual Property Crime Unit (IPCU)

The IPCU conducts, co-ordinates and assists investigations of counterfeit and copyright offences. The unit works closely with other State agencies including Customs and Revenue, the Food Safety Authority of Ireland, the Health Products Regulatory Authority, as well as private industry in its work.

Examples of work conducted by the IPCU in 2017 included:

*Operation IOS* - Europol operation targeting websites selling counterfeited goods with the specific objective of closing these infringing sites. Through this operation, the IPCU identified and with the assistance of private industry removed 194 webpages selling counterfeit goods and food stuffs.

*Operation Aphrodite* - Europol operation targeted the selling of IP (intellectual property) infringing goods through social media. The IPCU worked in conjunction with private industry in an investigation into the sale of illegal TV top set/Kodi boxes. This operation resulted in a large number searches nationwide and the seizure of a considerable amount of illegal TV top set boxes. A number of prosecutions are pending.

In August 2017, an operation was conducted by the IPCU to coincide with a number of football matches involving Manchester United and Liverpool at the Aviva stadium. This operation resulted in 22 separate seizures of counterfeit goods, with a street value of €27,000, along with related social welfare fraud.

## National Policing - continued

### Environmental Crime

In 2017, An Garda Síochána took part in the Interpol's 30 Days of Action. This involved three multi-agency site inspections at different locations over the course of the month, a further 16 vehicle checkpoints and port inspections were also undertaken. The overall operation was the largest global enforcement action against waste crime and trafficking, with police, customs, border and environmental agencies from 43 countries participating.

In 2017, a previous operation undertaken by the Environmental Protection Agency was brought before the courts relative to an investigation of illegal waste disposal at Kerdiffstown, Co. Kildare. An officer of the GNBCI provided evidence to the court in this case as part of the conviction of one accused.

Following a review of the EU Serious and Organised Crime Threat Assessment (SOCTA), the GNBCI identified policing matters relating to end-of-life vehicles and tyres. To tackle this issue, there has been increased co-operation between the GNBCI, State agencies and other police services in Europe via Europol.



### Operational Support Services

#### Garda Air Support Unit (GASU)

##### Incidents/Hours



**GASU aircraft**

**1,055** hours

**1,244** flights

**1,904** incidents attended



**170**

**suspects**



**10**

**missing persons  
located**



**61**

**vehicles  
recovered**

#### Case Study

On 23 October 2017, a lone male armed with a machine gun hijacked a number of vehicles in the Tallaght area. A major search was undertaken and during this the GASU observed a black Mercedes car driving at speed on Cheeverstown Road. The GASU gave directions to ground units and the suspect abandoned this vehicle outside Citywest shopping centre. Suspect was armed with a machine gun and while running towards Dunne's Stores in Citywest shopping centre he dropped the weapon. The suspect entered the shopping centre and the helicopter remained overhead until Garda units arrived and arrested the suspect.

#### Garda Dog Unit (GDU)

The GDU was involved in over 472 searches during 2017. These included searches for missing persons, drugs, firearms and explosive substances as well as for stolen property and other items of significance in criminal investigations.



## National Policing - continued

### Case Study

On March 25 2017, the GDU with a drugs/firearms detection dog assisted Drogheda Gardaí with the search of two premises and surrounding area in the aftermath of shots being fired through the front window of a house. During the course of the search, the dog detected a shell casing used in the shooting as well a small amount of heroin. The GDU member indicated to the search team an area where a firearm could possibly have been discarded and, as a result, a loaded 9mm handgun was located that had been thrown over the back wall of the premises by one of the suspects.

### Garda Mounted Unit (GMU)

The typical deployments attended by unit the included crime prevention patrols and community related engagements. It also covered public order, crowd control, VIP protection, ceremonial duties, VIP visits and rough terrain searches.

The GMU also assisted in crime prevention high visibility patrols on a national basis and in intensive night patrols in parts of Dublin city centre where there is a prevalence of public order incidents. The GMU also provided assistance in relation to crowd control at major sporting events.

### Garda Water Unit (GWU)

During 2017, the GWU conducted humanitarian missing person searches in all Garda Regions and recovered a total of ten bodies.

The GWU was also requested to search for firearms and other weapons in connection with the investigation of serious crime, and both video and still underwater photography was provided to investigating officers to support these operations.

Security searches and confined space searches were conducted by the GWU in advance of visiting dignitaries at marine locations.

### Case Study

During December 2017, the GWU conducted searches on 21 consecutive days on the River Boyne for two reported missing persons until they were both located.



## National Policing - continued

## Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<b>7a</b> Establishment and operation of a Cyber Crime Investigation Unit at the Garda Cyber Crime Bureau.	This target was achieved. A Cyber Crime Investigation Unit was established at the Garda National Computer Crime Bureau (GNCCB) in November 2017.
<b>7b</b> Development of a new cyber-crime strategy by Q4, 2017.	This target was achieved. A GNCCB Strategy was approved in October. A number of projects were identified from the overall strategy. Project One is to develop structures, frameworks and processes on a national and regional basis to develop a capacity to provide both computer forensic and cybercrime investigation capabilities. A project work plan was commenced in December, 2017.
<b>9a</b> Improving public opinion regarding the ability of An Garda Síochána to tackle crime from 57% in 2015 to 60% in 2017.	This target was not achieved. There has been a disimprovement in public opinion regarding the ability of An Garda Síochána to tackle crime - reducing from 57.1% in 2015 to 55.0% in 2017.
<b>9b</b> Decreased incidents of burglary by 5% in 2017.	This target was not achieved.
<b>9c</b> Decreased incidents of robbery by 10% in 2017.	This target was not achieved.
<b>9d</b> Decreased incidents of assault by 6% in 2017.	This target was not achieved.
<b>10</b> The establishment of Protective Services Units in 3 Garda Divisions by Q4, 2017.	<p>This target was achieved. The project aims to develop a consistent and professional approach to the investigation of specific crime types and support for all victims of crime. The first phase of the project was implemented in Louth, the Dublin Metropolitan Region West and Cork City. The performance of these units in each pilot Division is being monitored; and issues arising are being managed.</p> <p>The second phase of the project commenced on 20th September 2017, following a meeting with key internal stakeholders.</p> <p>This initiative will continue to be progressed through the 2018 Policing Plan.</p>

## National Policing - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>11a-11e</b> Implementing the provisions of the National Action Plan to Prevent and Combat Trafficking in Human Beings in Ireland.	<p>This target was achieved. Delivery of awareness raising briefings on Human Trafficking was provided to many internal and external stakeholders in 2017 including Garda staff, PSNI members, Defence Forces personnel, Border Management staff, management teams in Banking Financial Institutions and to the anti-money laundering investigation unit at the Bank of Ireland.</p> <p>Training in relation to Sexual Exploitation provided on the 29th November, in conjunction with Ruhama to 16 Gardaí, 3 members of the PSNI and 3 members of the Military Police.</p> <p>Funding was secured from the Internal Security Fund to research carry out THB research. Discussions were held between Mary Immaculate College, An Garda Síochána and Dept. of Justice &amp; Equality with a view to progress this project.</p> <p>Throughout 2017, An Garda Síochána worked with communities and non-governmental organisations who work to support victims of Human Trafficking in order to improve communication, raise awareness and improve service provision.</p> <p>Representatives from the Human Trafficking Investigation and Coordination Unit (HTICU) attended Europol meetings, collaborating internationally to prevent, detect and prosecute THB offences.</p>
<b>11f</b> Increased reporting of sexual offences.	This target was achieved. There was a 15.19% increase in the reporting of sexual offences (baseline 2016).
<b>11g</b> Increased detection of sexual offences.	This target was achieved. There was a 4.59% increase in the detection of sexual offences (baseline 2016).
<b>11h</b> Increased number of victims of human trafficking identified.	This target was achieved. An Garda Síochána continued to work with other state bodies and non-governmental organisations to identify & support victims of human trafficking. An Garda Síochána identified 112 potential victims of human trafficking in 2017.

## National Policing - continued

## Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>12</b> Implementation of COSC strategic actions pertaining to 2017.	<p>This target was achieved. A media strategy in support of the National Awareness Campaign was implemented. Members of An Garda Síochána provided interviews for an RTE documentary on domestic abuse. Interviews were also provided to various media outlets throughout the year.</p> <p>A revised Policy on Domestic Abuse Intervention was approved and implemented in April, 2017.</p> <p>An evaluation and assessment of Divisional Protective Services Units (DPSU) investigations was ongoing at the end of 2017, the Garda Research Unit's report is expected to be complete by mid Q1 2018. Submissions were received from 23 Divisions in respect of the planned rollout of Phase 2 of the DPSU initiative. Business cases were being evaluated to determine which Divisions will be included in Phase 2 in 2018.</p> <p>A Dynamic Risk Assessment on Domestic Abuse and Sexual Crime was developed and the pilot DPSUs were continued. A research proposal was prepared for an application for funding for an independent academic assessment and was under review in December, 2017. This initiative will continue to be progressed through the 2018 Policing Plan.</p>
<b>13a</b> Increased victim satisfaction from 57% in 2015 to 65% in 2017.	<p>This target was not achieved. Between 2015 and 2017 there was a very marginal (0.03%) decrease in the proportion of victims satisfied with the service provided to them by An Garda Síochána (from 57.79% to 57.76%).</p> <p>To address this issue a series of projects concerning Victims Services Offices and protective services in general will be progressed at both Divisional and national level in 2018.</p>
<b>13b</b> Implementing the recommendations of the review of Victims Services Offices.	<p>This target was not achieved. This initiative is linked to the Criminal Justice Victims of Crime Act, 2017, which commenced on 27th November, 2017. An Garda Síochána supported the commencement of the implementation of the Act through a number of initiatives aimed at providing greater support and assistance to victims of crime.</p> <p>Activities commenced in December, 2017 to review, design and print an improved Victim Information Leaflet (VIL); and an updated version of the Garda Victims Charter was prepared for consideration by the Department of Justice and Equality.</p> <p>This initiative will continue to be progressed through the 2018 Policing Plan.</p>

## National Policing - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>16c</b> Increasing detections of burglary.	This target was not achieved. Detections of burglary decreased by 2.62%.
<b>16d</b> Increasing detections of robbery.	This target was not achieved. Detections of robbery decreased by 0.59%.
<b>16e</b> Increasing detections of assault.	This target was not achieved. Detections of assault decreased by 2.86%.
<b>17a</b> Increasing detections for sale and supply of drugs compared to detections in 2016.	This target was achieved. Detections for possession of drugs for sale or supply increased by 4.5% in 2017.
<b>17b</b> Increasing the number of firearms seized (in 2017) compared to 2016.	This target was achieved. The total number of firearms seized in 2017 was 517 (456 seized in 2016). Figures provided reflect the number of firearms examined by the Garda Ballistics Section. They do not represent an exact figure for firearms seized by the Garda organisation as there may be a lag time between seizure and submission to Ballistics Section. The figures do however represent the best current indicator of organisational performance in relation to firearms seizures and are consistent year-on-year in terms of recording/methodology.

## National Policing - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>18</b> Effective collaboration with international police forces in terms of targeting OCGs and individuals involved in criminality.</p>	<p>The Garda National Drugs and Organised Crime Bureau (GNDOCB) works to disrupt, dismantle and prosecute groups and individuals involved in serious organised criminal activity. During 2017, officers attached to the Bureau attended a number of operational co-ordination meetings in Europe, Asia and the United States of America to advance ongoing criminal investigations. The GNDOCB has a diverse stakeholder group and a number of key partners with whom it interacts regularly including Revenue's Customs Service, Europol and Interpol. The GNDOCB also sit on a number of groups and committees including:</p> <ul style="list-style-type: none"> <li>• The Maritime Analysis and Operations Centre (Narcotics) MAOC N (an interagency and international maritime operational platform).</li> <li>• The Standing Committee on Operational Co-operation on Internal Security (European Union) COSI; which facilitates, promotes and strengthens co-ordination of EU member states' operational actions related to EU's internal security.</li> <li>• EUROPOL - EMPACT (European Multi-Disciplinary Platform Against Criminal Threats)</li> <li>• The Paris Pact Treaty, Expert Working Group (EWG) on Law Enforcement Training in Support of Cross-border co-operation (an international partnership to combat illicit traffic in Opiates originating in Afghanistan).</li> <li>• The Pompidou Group, an expert group on cybercrime linked to drugs.</li> </ul> <p>The Garda National Economic Crime Bureau (GNECB) also carried out a number of targeted operations against organised crime groups and individuals involved in economic crime and continued to work in partnership with foreign police forces. The GNECB engaged throughout the year with international law enforcement agencies in cross-jurisdictional money laundering investigations. The GNECB serviced 211 requests from Interpol and Europol. It also assisted the National Crime Agency in respect of the current investigation into the sale of the National Asset Management Agency's Northern Ireland property-loans portfolio, known as 'Project Eagle'.</p>

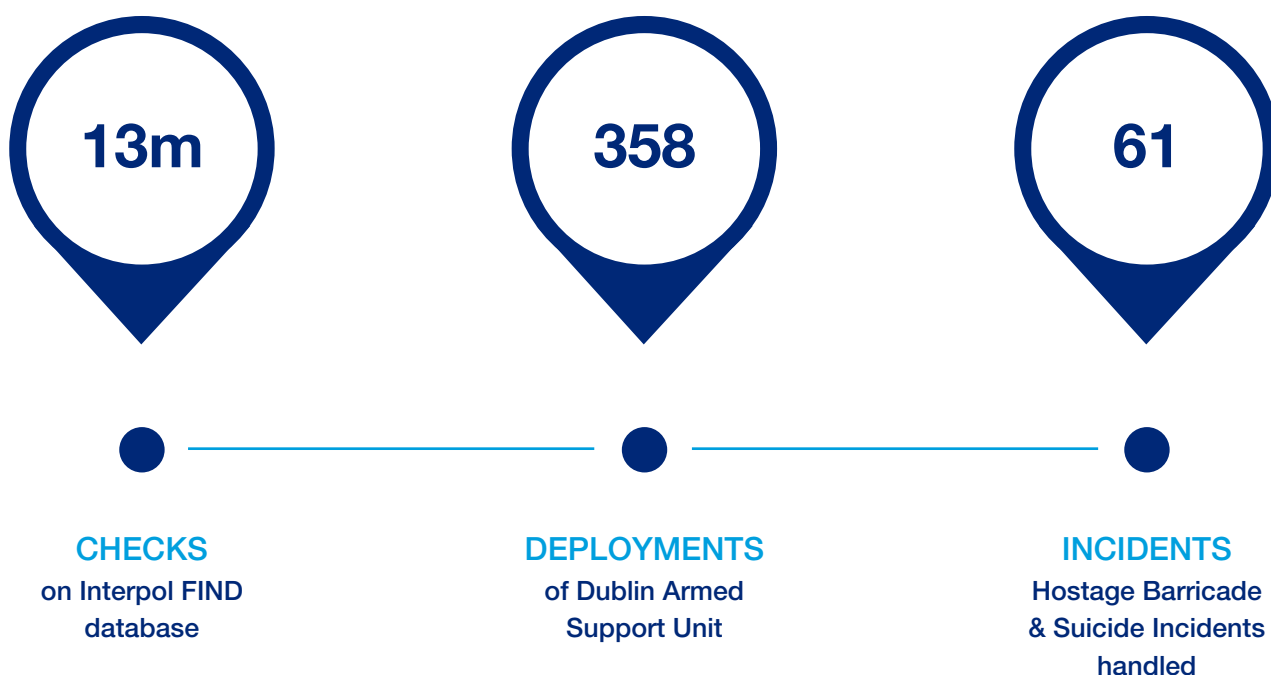


## National Policing - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>18</b> Effective collaboration with international police forces in terms of targeting OCGs and individuals involved in criminality. - <i>continued</i></p>	<p>The following are examples of the GNECB operations that continued to run throughout the year:</p> <ul style="list-style-type: none"> <li>• Operation Myriad: A complex cross jurisdictional money laundering investigation into a senior criminal who operates in Ireland, Northern Ireland and the UK. A countrywide search operation was conducted and information received from the PSNI informed the investigation and helped to identify persons of interest at some of the search sites.</li> <li>• Operation Mantel: The Money Laundering Investigation Unit (MLIU) engaged with the Somerset Police Financial Investigation Unit regarding the location of a suspect. Further liaison took place with Durham Police in Ontario, Canada regarding an alleged fraud involving the same suspect.</li> <li>• Operation Fishmarkt: Money Laundering Investigation Unit (MLIU) participated in a cross-jurisdictional money laundering investigation with fellow member States, Finland, Germany, Latvia and the Slovak Republic.</li> <li>• Operation Runabay in relation to unidentified bodies located in the United Kingdom.</li> <li>• Operation "Orchid" (related to Operation Runabay) also in the United Kingdom.</li> </ul> <p>An Garda Síochána carried out a cross border operation with the PSNI in relation to online child abuse. It consisted of a joint cross-border operation designed to target child sexual exploitation in the form of persons involved in making, possessing and distributing indecent images of children by use of the internet. It involved a total of twenty two co-ordinated searches, fifteen in Ireland with a further seven searches occurring in Northern Ireland.</p>
<p><b>21</b> The roll-out of SAOR (A Strategic Approach to Offender Recidivism) to all Garda Divisions by Q4 2017.</p>	<p>This target was partially achieved. SAOR is now an initiative within the Modernisation and Renewal Programme (MRP). Progress in terms of planning work was made throughout 2017 and the number of personnel to be trained in relation to its implementation operationally was identified (20% of the overall number of recidivists within each Garda Division). This initiative will be continue to be progressed through the 2018 Policing Plan.</p>
<p><b>54</b> Obstructing online child exploitation.</p>	<p>This target was partially achieved. Additional staff members were allocated to the Garda National Protective Services Bureau (GNPSB) in September. A complement of 1 Detective Sergeant and 5 Detective Gardaí from this allocation were allocated to obstructing online child exploitation. Investigative work commenced in September, 2017. The national day of action in relation to targets identified from such investigations was held subsequently. Individual files on specific targets were distributed to District Offices for investigation. This initiative will continue be addressed in the 2018 Policing Plan.</p>

## NATIONAL SECURITY & INTELLIGENCE



“The role of Security and Intelligence is to identify and analyse the threat to the State from terrorists and organised crime gangs. The section supports operational units by providing intelligence leads relative to both areas.”

### Security and Intelligence

An Garda Síochána continued to take a proactive and strategic approach to criminal activity and national security to meet an increasing variety of challenges. These challenges were met by the application of threat countermeasures.

Through the work of the Security and Intelligence section, Ireland provides a safe and secure environment for its residents and businesses.

The threat level in this jurisdiction remained unchanged from 2016, indicating “an attack is possible but not likely”. The level of threat is kept under constant review by An Garda Síochána. All appropriate measures will be taken commensurate with the prevailing threat environment.

An Garda Síochána continued to cooperate closely with our European Union and international counterparts in sharing intelligence and responding to threats.

## National Security & Intelligence - continued

### Liaison and Protection

#### Interpol:

There has been significant change in the demographic make-up of our citizens and visitors to our country in recent years.

From a policing perspective this has raised the bar on our international liaison with countries across the greater European area and beyond. As an organisation we remain committed to the delivery of professional policing with the trust and support of all the people we serve.

In 2017, An Garda Síochána's bid to host the 2018 Interpol European Regional Conference was successful and this will culminate in the hosting of the 46th Interpol European Regional Conference in Ireland in 2018. This privilege reinforces our commitment to serving all people that live and visit this State in addition to fostering the highest standards of policing cooperation with our international partners.

Interpol's Fixed Interpol Network Database (FIND) integrated solution provides law enforcement with instant access to the FIND system. This makes it possible for front-line law enforcement agencies (Garda National Immigration Bureau, Gardaí, Irish Naturalisation and Immigration Service Officers) to query reliable, accurate, up-to-date information related to stolen / lost travel documents (SLTD) in real time and to receive an instantaneous response. The Republic of Ireland has uploaded details of stolen or lost travel documents to Interpol database. Approximately 24,000 records are uploaded annually.

Both border security, through the Irish Naturalisation and Immigration Service (INIS) and Immigration Officers from An Garda Síochána, have access to Interpol's I-24/7 databases at air and sea ports of entry.

Passengers arriving into Ireland's air and sea ports of entry are checked against Interpol STLD database, through FIND. In the period 30th November, 2016 to 22nd February, 2018 13,071,455 checks were conducted.

#### Europol:

The Europol National Unit is a multiagency unit and has a staff of five personnel; including two Detective Sergeants and one Revenue officer based at Europol Headquarters in The Hague.

Europol facilitated European Joint Action Days in the following crime areas: cyber-attacks, payment card fraud, illicit on-line trading, drugs, illicit firearms trafficking, trafficking human beings, virtual currencies, forged documents, illegal immigration, trafficking human Beings (THB), synthetic drugs and cocaine trafficking.

During 2017, both An Garda Síochána and Revenue accessed operational support through Europol, ensuring enhanced cooperation at the international level by both organisations.

An Garda Síochána continued to participate and contribute to the Europol Management board. In September 2017, Ireland was represented at the European Police Chiefs' Convention at Europol Headquarters.

#### Schengen Information System II (SIS II):

The project to connect Ireland with the SIS II continued through 2017. SIS II will allow An Garda Síochána to access and create alerts (on Persons, vehicles and objects) entered on SIS II and to manage and record information transmitted in connection to alerts between other Member States' SIRENE Bureaux (national contact points).

It will mean that information in respect of certain categories of missing persons, stolen property and wanted persons, for example, will be exchanged automatically between the law enforcement agencies of those countries using SIS II. The SIS II project is a significant IT programme to be delivered in four phases; with technical go-live expected in Quarter 2 of 2019.

## National Security & Intelligence - continued

### Major Emergency Management (MEM):

The MEM Office has a role in coordinating and developing, organisational and interagency responses to major emergencies. This includes training, testing and exercising resources and capacities. The scenarios included in the training and exercising range from severe weather to terrorist attacks.

In March and December, the Department of Justice and Equality, along with the MEM Office, conducted a Counter Terrorism table top exercise at the National Emergency Coordination Centre. The focus of the exercise was on supporting the Government in:

- the communications and messaging around the unfolding event,
- the management of media queries, and social media reports, and
- ensuring consistency in all communications to provide reassurance to the public.

The exercises were attended by all Government Departments and the Defence Forces.

Operation Sciath - On the 14th July 2017, the MEM Office, along with the Special Tactics and Operations Command conducted a live Counter Terrorism exercise at the Dublin Docklands.

The focus of the exercise was to simulate a terrorist incident which would prompt appropriate responses from local Garda Strategic and Operational Command personnel, Gardaí from the Dublin Metropolitan Region, Emergency Response Unit, Armed Support Unit, Garda Air Support Unit and staff from Irish Rail. This learning exercise was designed to test and enhance the strategic and operational capabilities and learn from issues that may arise on the day.

### International Coordination Unit (ICU):

In 2017, the ICU continued to oversee the National Internal Security Fund (ISF) Project within An Garda Síochána with specific focus on projects which addressed the national priorities of:

- **Security** - Protection of the State and the people against terrorism in all its forms.
- **Crime** - Combating serious crime in all its forms, in particular violent crime, including human trafficking.
- **Victims** - Implementing measures to support victims of crime in line with the EU Directive on Victims' Rights.
- **Resources** - maximise and where possible enhance the efficient and effective use of personnel and other resources (e.g. ICT) within budgetary targets.
- **Reform** - Implement recommendations for improvements in crime investigation methods identified by the independent Garda Síochána Inspectorate.
- **Community Policing** - provide visible policing service which meets the needs of urban and rural communities, tackles anti-social behaviour, burglaries and drug related crime; and ensures the public safety of our urban centres.
- **Domestic and Sexual Violence** - prevention and combating of domestic, sexual and gender-based crime.

In 2017, the ICU also took up the significant role of Co-ordinator of a consortium of Member States' authorities focusing on Counter Terrorism in cooperation with the Europol Counter Terrorism Centre (ECTC).

The ICU is responsible for facilitating study visits / visits of officers from European and International Police Forces. For each visit, this includes developing an itinerary, assisting with and / or arranging accommodation and travel, liaising with relevant Garda sections and the preparation of suitable briefing material for those attending. During 2017, the ICU assisted delegates and students from Germany, the United Kingdom, Poland, Canada and Australia.



## National Security & Intelligence - continued

### Special Detective Unit (SDU):

The SDU is responsible for the investigation of all threats to the security of the State and the monitoring of persons who may pose a threat on both national and international fronts.

The Counter Terrorism International (CTI) section monitor, gather intelligence, report and investigate persons who may pose a threat. The SDU carried out a number of searches and arrests throughout the year. A number of files are currently with the office of the Director of Prosecutions (DPP) awaiting direction.

One of the SDU's major targets was successfully deported during the year, following a CTI investigation carried out with the Garda National Immigration Bureau (GNIB). The SDU also works closely with the GNIB and the Garda National Economic Crime Bureau (GNECB) in relation to terrorist financing.

The SDU conducted several sensitive counter intelligence operations investigations and has also undertaken extensive investigations in safeguarding Irish Critical National Infrastructure.

Members from the SDU travelled to Europe alongside personnel from TULSA, Irish Refugee Protection Programme and the Office for the Promotion of Migrant Integration in order to interview refugees who wish to come to Ireland. As a result of this, over 1,200 refugees have been resettled in Ireland.

The Counter Terrorism Domestic Investigation Unit was involved in several investigation and operations targeting the subversive activity, including:

- False imprisonment.
- Recovery of weapons used in a murder.
- Recovery of AK47 assault rifles in Co. Meath.
- Arrest of a number of persons as a result of a lengthy investigation into the activities of the leadership of the Irish Republican Army (IRA) in this jurisdiction. Of significance, one person arrested and convicted in December 2017 for the charge of directing the activities of the IRA, the second time in the history of the State that such a charge was preferred and successfully prosecuted.
- Recovery of rockets in Wexford.
- Discovery of explosive components and explosives buried in six "arms dumps".



*AK47 Assault Rifles used in a murder.*



*"Arms Dump" pipe buried in ground.*



*Rockets recovered in Wexford.*



## National Security & Intelligence - continued

### Special Tactics and Operations Command (STOC):

#### Dublin Metropolitan Region (DMR) Armed Support Unit (ASU)

The DMR ASU was launched in December 2016 and 2017 was the first complete year with 24 hour Armed Support for the Dublin Metropolitan Region. This level of ASU cover will be extended to all other regions outside of the DMR by May 2018.

Between the 1 January, 2017 and the 31 December, 2017 a total of 383 pre-requisition forms were received by the DMR ASU. These relate to pre-planned operations where the services of the ASU were requested by a local District or Division.

295 of these requisitions related to breach and containments, where a search warrant was obtained or an arrest was to be made and the risk was deemed to have reached a level whereby the ASU were required.

63 of the requisitions related to event requests, where the risks involved related to:

1. Large numbers of the public attending,
2. A high risk suspect being escorted to Court,
3. Suspect being released from prison, or
4. An increase in Organised Crime Groups (OCGs) activity.

As a result of such requests additional high visibility patrols were provided.

25 pre-requisitions were refused for a variety of reasons, including where a risk assessment was carried out and the risk was deemed too low to justify the use of the ASU or where a risk assessment was deemed too high and the services of the Emergency Response Unit (ERU) was required. Requisition forms are broken down further in Figures 1 and 2 below:

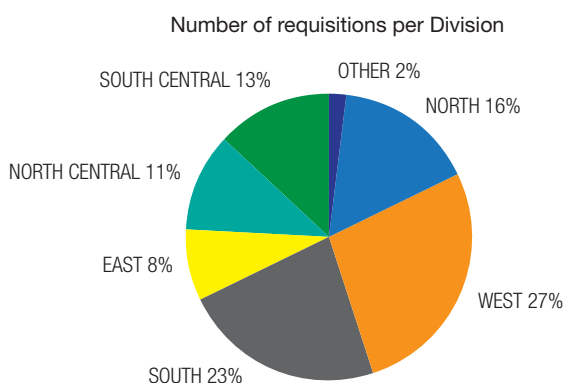


Figure 1 - Pre-requisitions per Division relating to the execution of Search Warrants or Arrest of Suspects.

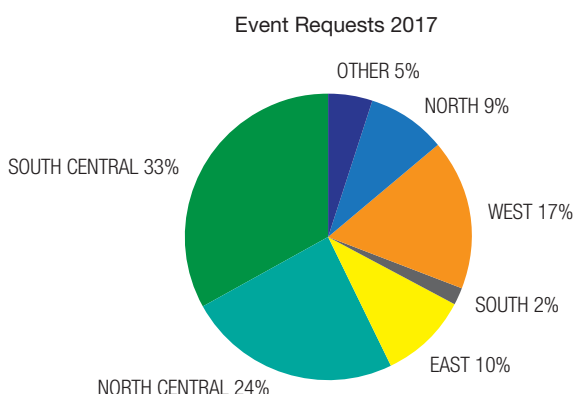


Figure 4 - Event requests per Division.

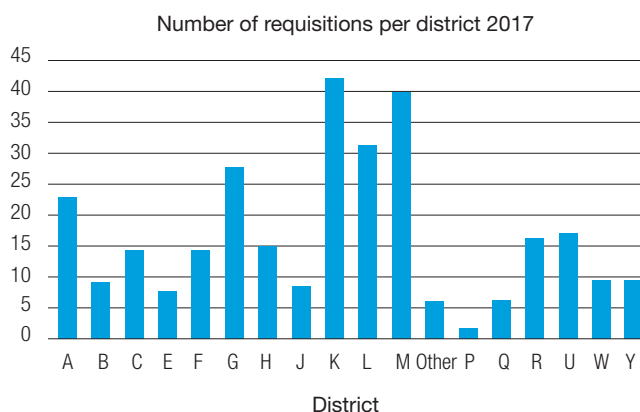


Figure 2 - Pre-requisitions per District relating to the execution of Search Warrants or Arrest of Suspects.

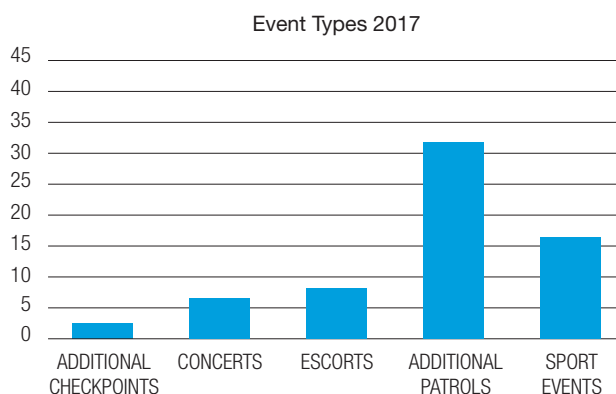


Figure 3 - Pre-requisitions received relating to Events.



## National Security & Intelligence - continued

The DMR ASU attends on average 980 Armed Hybrid checkpoints per month as per schedule received from the DMR Regional Office.

Incidents of Note include:

- Male with mental health issues and a history of self-harm, barricaded himself inside his apartment; attempts to make contact with him failed. Intervention undertaken by breaching front door, which was heavily barricaded. Male found in bedroom with broken glass and self-inflicted injuries. Medical assistance was provided by the ASU. Male arrested under the Mental Health Act and conveyed to hospital.
- Gardaí responded to an assistance call where a male had barricaded himself in his home with a full petrol canister and stated that he has going to burn his house down. The front hall had been doused with petrol and the front door completely barricaded. A Garda negotiator and On-scene Commander were summoned and the ERU were placed on stand-by. The emergency action plan was put into action. The rear door was breached and entry gained. The male was detained under the Mental Health Act.
- ASU Gardaí responded to a call where it was alleged that a male had stabbed his wife. They noticed blood on the front door, so a decision was made to breach the door and search the apartment. Two people were found, both with stab wounds. A female appeared to be deceased for some time. A male was found with a knife protruding from his chest. ASU Gardaí performed CPR until DFB arrived at scene. As a result of the decision of the ASU members to breach the door in a timely fashion, the male in this incident survived and has been charged with the murder of his wife.



### Emergency Response Unit (ERU):

The ERU has been involved in a number of significant events in 2017 including operations in Limerick, Clare, Tipperary, Louth, Wexford and Meath in support of local and National Units including National Surveillance Unit (NSU), Special Detective Unit (SDU), Garda National Drugs and Organised Crime Bureau (GNDOCB) and Criminal Assets Bureau (CAB).



Incidents of Note include:

- The arrest of four members of an OCG in possession of a firearm. Intelligence suggests that members of this gang were about to commit murder prior to interception by ERU personnel. All four OCG members were charged with conspiracy to commit murder and possession of a firearm.
- The arrest of four members of an OCG in possession of three firearms (a machine pistol, a pistol and a revolver). A follow up search also recovered a silencer and ammunition. Intelligence suggested that the target on this occasion was a member of another OCG. All four were charged with conspiracy to commit murder and possession of firearms.
- The ERU has been involved in a number of operations involving the arrest of travelling criminals who were evading Gardaí for some time and were known to be particularly violent.

The ERU continues to provide close protection duties to high risk VIPs in conjunction with SDU and Liaison and Protection (L&P) sections.

### National Security & Intelligence - continued

The ASU and ERU members have been involved in a number of high profile searches assisting SDU, GNDOCB, CAB and local Divisions nationally.

The ERU has trained and cross-trained with fellow ATLAS members. ATLAS is an EU based grouping of affiliated Special Intervention Units. The ERU has recently trained fourteen (14) members in High Energy Access Techniques which will bring An Garda Síochána's capability in this area in line with the best in the world.

Members of An Garda Síochána attached to the ASU, the ERU and the National Negotiation Unit (NNU) have attended a total of 61 Hostage Barricade & Suicide (HBS) incidents involving the threat of self-harm to a person and / or persons. All of these incidents were resolved successfully by negotiation and / or ASU / ERU intervention. There is no doubt that such negotiation and intervention helped to prevent loss of life in some instances.

The NNU has noticed an increase in such incidents and they are continuously liaising with Mental Health professionals at Dundrum Central Mental Hospital in an effort to identify any patterns emerging.

Members of the NNU have met with the Department of Foreign Affairs and Trade on a number occasions. Briefings took place in relation to international incidents. The NNU also examine areas which may present difficulties going forward.

STOC Division has also delivered Critical Firearms Incident Command (CFIC) training to members attached to the Communications Centre who will now be assigned as dedicated dispatchers for armed and critical incident calls.

In addition to this, STOC personnel have provided advice and guidance in relation to the 6Cs Stay Safe Principles (advice for non-specialist first responders at critical and firearms incidents), and also delivered Operation Bilberry at the Garda College. Operation Bilberry is a series of table top exercises conducted in conjunction with the Garda College which simulate critical incidents and the response thereto. STOC has assisted and advised at a number of counter terrorism exercises throughout the six Garda regions.





## National Security & Intelligence - continued

### Garda Síochána Analysis Service (GSAS):

The GSAS celebrated its tenth anniversary in 2017 and continues to provide high quality analysis to support the organisation across key priority areas. These included a range of crime prevention programmes and supporting operational activity targeting areas such as crimes against the person, crimes against property, roads policing as well as serious crime investigations.

The Garda Research Unit (GRU) continues to provide support to the organisation through the evaluation of national initiatives and identifying good practice to inform the development of national strategies. During 2017, the GRU also completed research on understanding the needs of victims of crime.

One of the highlights of 2017 for the GSAS was winning an award for Best Use of Data Science in a Public Sector Body. The award specifically acknowledges those working in the public sector to modernise and improve quality of service. The GSAS submission was based on the analysis that informed and supported Operation Thor. Analysts from across the GSAS were involved and used a range of methodologies and data science techniques to inform the successful operation to tackle burglary.

### Case Study: Joint Policing Cross Border Operation

During the course of the year, Monaghan District in conjunction with the PSNI Armagh District conducted a number of high visibility cross-border checkpoints targeting cross-border criminal activity in rural areas of North Monaghan.

These activities support the Joint Agency Task Force on behalf of both police Services and have proven to be successful in the prevention and disruption of criminal activities whilst also supporting community engagement with communities from either side of the Border between the Republic and Northern Ireland.



## National Security & Intelligence - continued

### Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<b>1</b> Prevention of terrorist acts by disrupting and dismantling terrorist groups, financing and support networks and prosecuting those responsible.	<p>This target was achieved. Terrorist activity including terrorist financing was pro-actively investigated. Several specialist Garda sections worked closely throughout the year to ensure timely sharing of critical data. During the course of 2017 successful intelligence-led operations resulted in the arrest and charging of persons in relation to membership of an unlawful organisation; unlawful possession of explosives, firearms, ammunition and drugs; and drug trafficking and money laundering, offences under Section 13(2) of the Criminal Justice (Terrorist Offences) Act 2005.</p> <p>An Garda Síochána continued to gather and analyse intelligence relative to all elements of terrorist activities including procurement, recruitment and financing. Analysis was conducted with the primary focus on translating intelligence to evidence wherever possible.</p>
<b>2a</b> Implementation of an intelligence-based analytical system measuring the threat posed by terrorist groups.	<p>This target was not achieved. Security and Intelligence Section continued to enhance its approach to implementing an intelligence based analytical system by providing operational analyst training for 11 Detective Gardaí.</p> <p>The organisation's capacity to enhance the intelligence picture was progressed through participation in an international seminar on intelligence at the Hague in September, 2017.</p>
<b>2b</b> Delivery of quarterly threat assessments to the Minister for Justice and Equality and updates to the National Security Committee as appropriate.	<p>This target was achieved. Quarterly threat assessments were provided to the Minister for Justice and Equality and updates provided to the National Security Committee.</p>
<b>3a</b> Full participation in bi-lateral, European and International security fora.	<p>This target was achieved. An Garda Síochána continued to service law enforcement and security fora during the year. Numerous meetings were attended at an International and European level. Daily contact was maintained with the PSNI and intelligence exchanged as per protocols.</p>
<b>3b</b> In line with the Schengen Agreement/Treaty, to develop and implement a system to receive and action alerts on people, vehicles and property from participating member states.	<p>This target was partially achieved. A Schengen revised timeline report was approved by the Garda Executive in June, extending the timeline to May, 2019. This was communicated to the Department of Justice &amp; Equality. A Project Initiation Document for Schengen was approved by a Programme Board in August. TESTA TAP (a communication platform to exchange electronic data between European Member States) delivery commenced in December and it is scheduled to be complete mid-January 2018. This initiative will be progressed through the 2018 Policing Plan.</p>

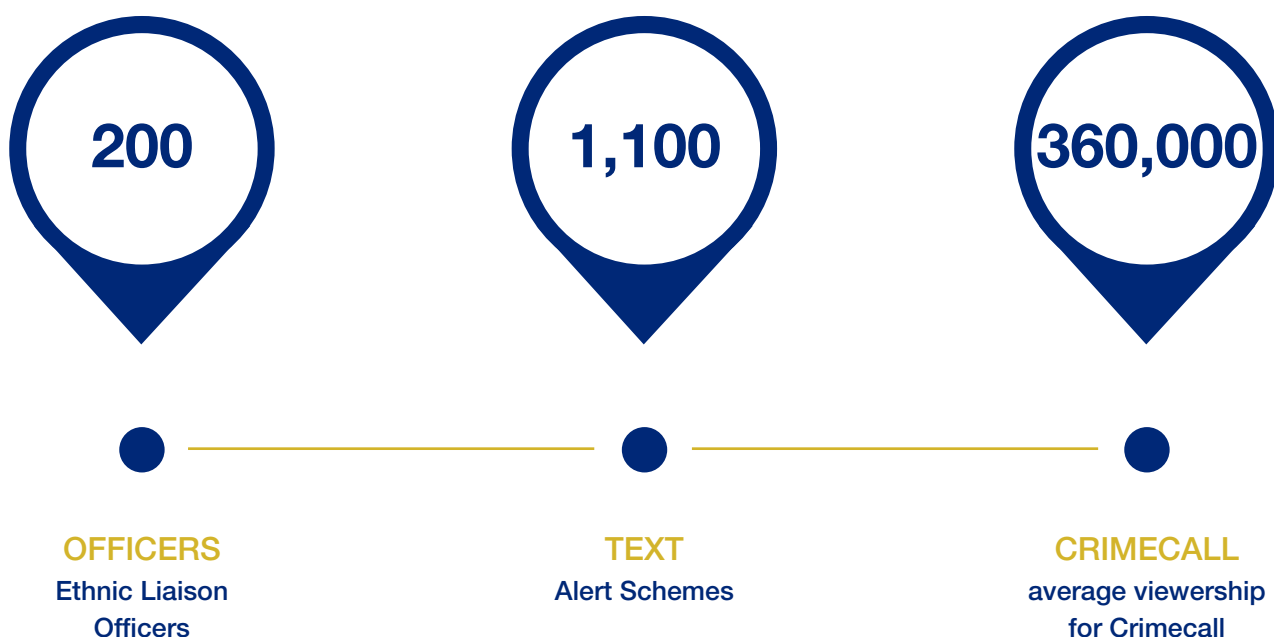
## National Security & Intelligence - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>3c</b> In line with the Prüm Agreement/Treaty, to enable the exchange of DNA, fingerprint and vehicle registration data among participating EU member states.	This target was achieved. Evaluation dates were established. The Department of Justice & Equality advised that data exchange questionnaires were submitted to General Secretariat of EU Council. Go-Live from technical point of view will be ready for Q1 2018. Go-Live from business perspective will commence post EU evaluation. A Communications Plan and Training Plan were advanced. Several key milestones were completed with the solution installed and configured in the preproduction environment. Functional testing and testing with partner member states is ongoing. This initiative will continue to be reported on in Policing Plan 2018.
<b>4</b> An enhanced ability to identify and understand issues underpinning threats to the State.	This target was achieved. Liaison continued throughout the year with national and international agencies and academia with an insight into the national and international threat picture. Security advice was provided and necessary arrangements were made for all State/VIP visits during 2017, informed by that knowledge. All visits were completed successfully.
<b>6</b> Prevention of terrorist attacks.	This target was achieved. Security and Intelligence Section contributed to, and participated in Intelligence led operations aimed at preventing, disrupting and detecting terrorist activity, terrorist financing and terrorist support activities throughout 2017.
<b>32</b> Major emergency management - 100% completion of planned exercises in each region.	<p>This target was achieved. Exercise programmes were developed on an interagency needs basis, and carried out as per each regions inter-agency exercise programme.</p> <p>The Major Emergency Management Office (MEM) office held numerous meetings with stakeholders in a sub-group of the National Steering Group on Emergency Planning; regarding the drafting of protocols for Principal Response Agencies responding to a terrorist attack. Its findings were accepted by the group at the April meeting. An Garda Síochána participated in a briefing on Mass Fatality response; and provided input to a national Mass Fatality Framework document. An Garda Síochána also participated in planning for and holding of a Department of Justice &amp; Equality exercise on response to a terrorist attack at the National Emergency Coordination Centre. A second meeting of the National Steering Group on Emergency Planning also took place.</p> <p>Table-top and live exercises were conducted throughout the year in each of the Major Emergency Management regions in conjunction with partner agencies.</p> <p>Two Operation Bilberry exercises were carried out in 2017. Operation Bilberry is a collective term for all activities in the area of major emergency management undertaken by the Security and Intelligence Section of An Garda Síochána.</p>



## COMMUNITY SAFETY



“Interactions with the communities we serve are at the heart of what An Garda Síochaná does, and provides the cornerstone for the work we do on a daily basis around the country. In this section, you will find out more about how we engage with, and work for, the people we serve.”

### Garda Bureau of Community Engagement (GBCE)

#### Crime Prevention Campaigns

A number of campaigns took place during the year to provide important crime prevention and personal safety advice to the public on key crime.

For these campaigns, the GBCE provides Divisional Offices with communication packs including infographics and posters to the public locally. The GBCE also uses its presence at major events such as the Ploughing Championships and Bloom to engage with the public.

The GBCE worked with the Office of Corporate Communications in relation to advertising, PR and social media activity for each campaign.

During 2017, campaigns were run on mobile phone theft, personal safety when out at night (Streetwise), and home security as part of Operation Thor, as well as safety around occasions such as Halloween and Christmas.

## Community Safety - continued

### Crimecall

In 2017, Crimecall continued to reach a significant audience with an average viewership per episode of over 360,000. The programme continued to inform the public about how to protect themselves against crimes and use the roads safely.

It also features many high profile investigations such as murders, aggravated burglaries, sexual assaults, and missing persons.

The programme again assisted in the solving of crimes, particularly across the CCTV and Most Wanted segments, resulting in identifications, arrests and charges.

### Campus Watch

In 2017, there were 51 Campus Watch Schemes in place to assist third-level students with their personal safety.

A number of information campaigns were run during the year on key crimes affecting students including rental scams, personal safety, drug awareness and cyber awareness. As part of this, a crime prevention booklet for students was produced.



### Bogus Caller Card

In 2017, design of the Bogus Caller card was updated based on feedback received to make the information on the card more relevant to the user and easier to store, and to make it easier to distribute by Community Gardaí.

### Text Alert

By the end of 2017, there were 1,100 Text Alert Schemes with 194,000 subscribers. The GBCE continued to work at enhancing Text Alert by adopting new technologies, assisting with finance proposals and by supporting Garda/Community engagement with Text Alert.

### Neighbourhood Watch

In 2017, there 2,056 Neighbourhood Watch schemes across the country.

In recent years, the GBCE have supported a community led initiative to support greater community involvement in partnering the management of this project. In November 2017 a briefing document on how Neighbourhood Watch could have increased visibility and support for all schemes across the country was presented to the Garda Commissioner for consideration.

#### Case Study: Girls Stay Safe, Dublin

Transition Year Students from the Dominican College, Blackrock, Co Dublin undertook a six week Girls Stay Safe Programme with Community Gardaí Niamh Colfer and Catherine Murray. During the six weeks topics such as personal safety and safety online were discussed.

#### Case Study: Transition Year Programme, Baltinglass

Gardaí in Baltinglass devised a Transition Year Programme for local students interested in a career in An Garda Síochána. The four-day programme including talks on subjects such as investigations, roads policing, Juvenile Diversion, drug awareness, and the role of the Courts.

#### Case Study: Property Marking Pilot, Carrickmacross

To encourage people to mark their property so it could be recovered if ever stolen, Garda in Carrickmacross started a pilot where a number of people in local community groups were trained in how to mark property using the property owner's Eircode. There was significant take-up of the property marking in the local area. Signs also have been erected in Carrickmacross and Castleblaney to identify that these are towns using property marking.



### Community Safety - continued

#### Garda Bureau of Community Diversity and Integration (GBCDI)

During 2017, the GBCDI continued to help build positive relations with minority communities in Ireland through developing interfaith alliances. For example, in May, it organised an event to engage with the Shia Muslim community, the Sikh community and the Pentecostal community.

In April, the GBCDI also held a DMR South Central Ethnic Liaison Officer course at Pearse Street Garda Station. Ms. Sinead Burke, who is President of the Little People of Ireland Association delivered training on the topic of Disability and Vulnerability - Awareness techniques for Community Gardaí.

##### Case Study: Pat Noctor Youth Awards, Waterford

In June 2017, the 24th Garda Pat Noctor Community Youth Awards recognised young people in the Waterford Division making a positive difference in their community.

The overall winner was 16 year old Dylan Murphy who saved the life of a young woman who fell in to the quay in Dungarvan at 1.30am on a winter's night.

##### Case Study: Joint Action Plan, Longford

At the Longford Joint Policing Committee in April 2017, a Joint Action Plan by Gardaí and the local authority to secure a better quality of life for communities in Longford town was announced. The Joint Policing Committee members agreed that a pilot initiative be introduced to tackle anti-social behaviour in the Ardnacassa/Palace Crescent/Grian Ard areas of Longford town.



#### Human Rights & Diversity

##### EU Internal Security Fund 2014-2020

The EU allocated €1 million in funding to a proposal submitted by the Garda Bureau of Community Diversity and Integration (GBCDI) to apply the skills gained in working positively with Ireland's Muslim community since 2001 to counter and prevent extremism and radicalisation in Irish society, while protecting human rights, and in particular the right to freedom from discrimination.

The funding will be used to develop an interactive training course on professional approaches to policing Islamic communities. The course is: Combating Intolerance: Respect for Religious Difference in Multi-Faith Ireland - Strengthening Alliances between Muslims and An Garda Síochána.

##### Dublin City Interfaith Forum

GBCDI representatives are members of the forum, which meets on a monthly basis to develop best human rights and anti-discrimination practices towards understanding and respecting religious difference in today's multi-faith society with the aim of maintaining inter-religious harmony in Irish society. Representatives include the following faiths: Bahai, Buddhist, Catholic, Coptic, Hindu, Islamic, Jewish, Orthodox, Presbyterian, Protestant, and Sikh.

##### Human Rights Protection - Working with Ireland's Islamic Community

The aim of the Garda Racial, Intercultural & Diversity Office (GRIDO) is to continue to build knowledge in relation to the diverse characteristics of the Irish Muslim population through active consultation in order to recognise the differences in background, belief, experience and need among all Muslims living in Ireland. The GRIDO is constantly attuned to the fact that the policing of this community requires human rights based sensitised consideration particularly in the light of negative media reporting over the spread of Islamic extremism and concerns about Islamophobic-type prejudice.

##### Case Study: Annual Schools Sports Day, Drogheda

The Community Policing team in Drogheda held its 8th annual Garda Tom Connolly Memorial sports day on 18 October 2017. The sports day is contested by 18 schools from across the Drogheda District with 550 children participating across a range of sporting and fun activities.

## Community Safety - continued

### Joint Training Initiative

The GRIDO provides training to Ethnic Liaison Officers (ELOs) in methods to adopt in order to positively engage with Ireland's Muslim community. The GBCDI invited guest speakers from the Islamic Cultural Centre to deliver Islamic awareness training to Ethnic Liaison Officers situated in Garda districts where large Muslim populations, Mosques and Muslim places of worship are present. The GRIDO supported and facilitated ELOs in engagement with Muslims and advised on the professional negotiating of Islamic protocols in the course of police work.

### Prevention of Radicalisation

Prevention of radicalisation by the GBCDI, in conjunction with local ELOs, is a primary goal of An Garda Síochána in seeking to protect the human rights of all communities. The GBCDI visited the Dublin Mosques regularly and engaged with the Imams in situ, encouraging two-way dialogue oriented towards Muslim community interests and concerns.

The GBCDI ensured that anti-radicalisation measures are implemented by local ELOs through constant positive contact, especially with the youth, in order to prevent any individual or group within this community posing a threat to the State.

### Case Study: Family Day, Mosney Reception Centre, Meath

In July 2017, Gardaí from Ashbourne District were invited to take part in a Friends of the Centre Family Day at Mosney Reception Centre, Mosney, Co. Meath.

As part of this day, an information stand was manned during the day with Gardaí providing information on the range of topics. Representatives from the Garda Mounted Unit, Meath Division Traffic Unit, the Garda Dog Unit and the Garda Air Support Unit were also present on the day.

There are over 700 residents in Mosney Reception Centre from 39 different countries. The participation in this day helped to build an excellent relationship between Gardaí residents and staff alike.

### Garda Clinics

The GBCDI formulated a Mosque Garda Clinic Plan to act as a conduit to gain entry to Mosques and directly communicate with sometimes 'hard-to-reach' Muslim congregations.

To this end, ELOs in Kevin Street Garda Station held a Garda Clinic once every two weeks after Friday prayer at the Islamic Foundation of Ireland Mosque on South Circular Road. Two ELOs attended the Mosque and offered advice and guidance to the congregation about the role of An Garda Síochána. These officers try to solve issues for individuals who otherwise would not engage the services of An Garda Síochána.

A similar clinic was held bi-weekly in the Islamic Cultural Centre Mosque in Clonskeagh in Dublin by ELOs based in Donnybrook Garda station.

The GBCDI maintained regular contact with Dublin Imam's and reassure them of Garda services available. Meetings held included addressing sensitive matters that occasionally culminate in the disclosing of important contemporary facts. Information coming to light that may indicate the need for further specialist services is directed to the appropriate Garda section in due course.





### Community Safety - continued

#### Human Rights and Anti-Discrimination Training

##### Advanced Anti-Discrimination Practitioner Course

The GBCDI advanced anti-discrimination practitioner modular training course is tailor-made for roll-out to Garda Ethnic Liaison/LGBT Officers and Community Garda members in conjunction with various external expert representatives.

It consists of two full days training and is designed to facilitate Ethnic Liaison/LGBT Officers/Community Gardaí to understand and respond appropriately to the sensitivities pertaining to individuals under a range of diversity strands, namely: age, disability, gender, sexual orientation, ethnicity; religion and Traveller/Roma community.

The aim of the training is to ensure that attendees are able to carry out their policing roles effectively in ways that promote awareness around diversity, human rights protection, and to reduce the propensity for any forms of unlawful discrimination and/or hate crime.

The modular training promotes developmental skills and practices to enable effective negotiation of intricacies and sensitivities associated with protocols pertaining to the various strands of diversity outlined above, thereby building confidence in anti-discriminatory Garda service delivery by members at local level. The sessions are practical, job related and interactive thereby providing attendees with an opportunity to reflect on attitudes and prejudices, and how to ensure that these do not impact negatively on their work.

The training continued to be rolled out nationwide during 2017 by GBCDI staff in conjunction with external partners and experts.

##### Human Rights Training to Garda members

The GBCDI presented on Human Rights and Anti-Discriminatory Policing Techniques at the Garda College to the following courses:

- Level Three Interviewer Course.
- Specialist Interviewer Course.
- Covert Human Intelligence Sources (CHIS) Handlers and Controllers training courses.
- GNPSB Anti-Trafficking course.
- Community Police Preventing Radicalisation (COPPRA).

##### Human Rights Training for Members embarking on Foreign Service

The GBCDI delivered two separate one-day human rights training courses to members of An Garda Síochána about to embark on foreign service in Kosovo and Cyprus. The presentation incorporates deconstruction of the constitution of Cyprus and Kosovo, and pertinent United Nations human rights international conventions, prior to briefing attendees on their role in the overseeing of application of human rights standards in the mission area. They are also up-skilled on human rights violation investigation techniques.

The course is delivered by Sgt Dave McInerney, PhD who served on three United Nations Civilian Policing missions, and was seconded as a human rights consultant with the Office of the High Commissioner of Human Rights, Geneva, Switzerland.

##### Human Rights Training for CHIS Handlers and Controllers

At the request of Security and Intelligence, the GBCDI provided training on the application of international human rights standards in the control of Covert Human Intelligence Sources (CHIS) to all CHIS handlers and controllers prior to their appointment.

##### Human Rights Seminar - Engaging with Minority Communities

In July 2017, Community Engagement held a seminar for 200 ELOs on upholding the human rights and protecting individuals from discrimination in the delivery of policing services to a rapidly increasing diverse society.

The seminar included presentations from internal and external speakers on topics such as on policing diversity; community policing; Ireland's Black Community; the LGBT Community; Older Persons; Disability Awareness; Dementia Awareness, and Working with our Muslim Communities.



## Community Safety - continued

### Protecting Human Rights of Ireland's Black Community

The GBCDI worked in conjunction with elders from Ireland's Black community in the DMR to engage positively with black youth from various districts. The initiative was designed to create positive Garda/Black community relations through trust building and anti-profiling human rights protection. This involved several weeks of strategic planning by GBCDI in advance with representatives, and church leaders from Black communities in the greater Dublin area.

On St. Patrick's Day 2017, ELOs attached to the 'C', 'D' and 'B' districts in conjunction with 14 senior black community Pastors patrolled Dublin city centre on foot, approaching black youths congregating in the city, requesting them to disperse in order to avoid any unnecessary confrontation and/or the possibility of arrest. The operation was a major success, as no public order incidents took place, and no arrests were made. This type of Garda activity in partnership with the black community seeks to uphold and protect the good-name of Ireland's black community, while also upholding human rights and limiting the scope for disturbing peaceful societal cohesion.

### Case Study: Ethnic Minorities Open Day, Monaghan

In October 2017, Monaghan Garda Station hosted an open day for ethnic minorities living in the area.

Approximately 50 people attended from a number of different diverse backgrounds including people from Bangladesh, Sri Lanka, Syria, Nigeria, Pakistan, Bolivia and South Africa.

The open day initiative was organised to build relations and trust between An Garda Síochána and refugees and immigrants in Monaghan Town and forms an integral part of the District Policing Plan.

The focus of the open day was to demonstrate how An Garda Síochána is there to protect and support all members of the local community and encourage people from minorities communities to engage with An Garda Síochána.

### Human Rights/Anti-Discrimination and the Traveller Community

As part of a pilot Traveller mediation and conflict training programme, the Midland Traveller Community Mediation Initiative, the HSE and GBCDI acted in partnership to develop positive relations between Travellers and An Garda Síochána.

In December 2017, the GBCDI delivered a presentation to Traveller student mediators at Maynooth College on Human Rights and Anti-Discriminatory Policing Techniques. This was the first part of a Traveller/Garda joint initiative to negotiate forms of best practice in developing positive engagement and discussing the reality of policing Traveller conflict. The second part took place in February 2018.

### External Presentations

During 2017, the GBCDI delivered presentations to schools and universities on request based on themes as follows:

- Intercultural Ireland - Knowing your Community
- Your Police Service in Intercultural Ireland
- Racism is Wrong - Prevention of Hate Crime and Racism in Ireland
- Prevention of Extremism and Radicalisation in Irish Society - Identifying the Signs
- Acknowledging and Respecting Difference in Your Environment.



## Community Safety - continued

### The Garda Youth Diversion Programme

The aim of the Diversion programme is to prevent children between the ages of 10 and 18 years of age from entering the criminal justice system by using diversion as an alternative to prosecution.

Diversion Programme 2017		
Referrals	20,039	13.7% Increase
Individual Children Referred	10,624	12% Increase
	Incidents	

### Training for Juvenile Liaison Officers (JLO)

A range of training was provided to new and current JLOs during 2017. This included an induction course for 19 newly appointed JLOs, and courses on restorative justice and mediation.

In addition, the 2017 JLO Training Conference looked at how to positively engage with the difficulties young people are experiencing such as mental health, anger management, online bullying and sexual offending. Speakers at the conference included representatives from the PSNI, the Ombudsman for Children, the Garda Inspectorate and the Policing Authority.

### Joint Agency Response to Crime (J-ARC)

This is a joint strategy between An Garda Síochána, the Probation Service, the Irish Prison Service; the Department of Justice & Equality, the Department of Children & Youth Affairs and the Department of Education & Skills to reduce re-offending by prolific youth and adult offenders in order to enhance public safety.

Joint agency operational pilot initiatives aim to address the behaviour of identified prolific offenders. These include the Strive Ballymun initiative that seeks to motivating those causing a high level of harm or disruption in the area to desist from crime through a multi-agency approach; the Bridge Project that works with violent offenders, and Acer 3 that deals with offenders who have been convicted or charged with burglary in the Dublin 8 and Dublin 24 areas.

A Youth J-ARC was introduced in 2017 to manage and address the prolific offending and criminal behaviour of young persons aged 16 to 21 year olds by identifying how different relevant agencies can work together to assist in moving the young person away from a potential life of crime.

### Garda National Joint Policing Committees Monitoring Office

Joint Policing Committees continued to provide an important forum supporting crime prevention and ensuring that the organisation continues to develop and change in response to community needs at local level.

The Chief Superintendent, the GBCE holds a monitoring function over Garda participation in the Joint Policing Committees process. The office carried out its functions in consultation with stakeholders during 2017 to monitor Joint Policing Committees and develop models of best practices.

### Local Community Policing Initiatives

Throughout 2017, the National Community Policing Office provided support to Community Policing Gardaí around the country by developing custom crime prevention and public safety material. For example, the office developed a car theft prevention infographic for Bray District, and a poster advertising a talk on positive mental health for Belmullet District.



Local Transition Year students visiting Baltinglass Garda Station as part of a work experience programme organised by the station.

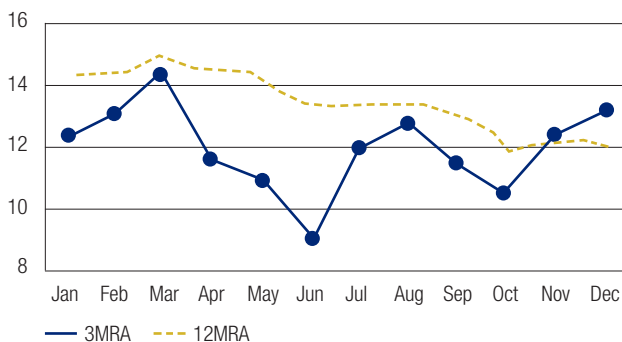
## Community Safety - continued

### Roads Policing

While there was a marked decrease in road deaths in 2017 compared to 2016, 157 people tragically lost their life compared to 187 in 2016. This represents a 16% decrease in fatalities, and is the lowest road fatality figure ever recorded since records began in 1959. This downward trend is most welcome, but a lot more needs to be done to meet the 2013-2020 Government Road Safety Strategy figure of a maximum of 124 road deaths per annum. One road death is one too many.

	2016	2017	Change	% Change
Fatalities	187	157	-30	-16%
Fatal collisions	174	143	-31	-18%

Fatal Collisions Trend in 2017



3MRA = 3 month rolling average, 12MRA = 12 month rolling average.

There were 117 males and 40 females killed in fatal road traffic collisions.

### Fatalities by road user type are as follows:

2017	2016
66 drivers (42%)	83 Drivers (44%)
26 Passengers (17%)	37 Passengers (20%)
30 Pedestrians (19%)	35 Pedestrians (19%)
15 Cyclists (9%)	10 Cyclists (5.5%)
19 Motorcyclists (12%)	21 Motorcyclists (11%)
1 Pillion passenger (1%)	1 Pillion passenger (0.5%)

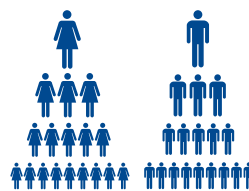
### Day of the week



**22%** of all fatal collisions accounted on Sunday.

**24%** of all fatal collisions accounted between midday and 4pm.

### Age Profile



**33.3%** of all fatalities were between 16 and 30 years of age.



**13%** of all vehicular fatalities had no safety belt on at the time of the collision.

### Case Study: "Ghost Brokers" Investigation

In January 2017, a complaint was received by The Special Investigations Unit (SIU), DMR Traffic from an insurance company relating to a suspect operating as an unlicensed insurance broker and obtaining motor insurance policies for third parties from insurance companies with the use of fraudulent documents. This type of individual is known as a "Ghost Broker".

A comprehensive investigation was launched and it soon became apparent that the suspect was operating as one of the largest "Ghost Brokers" within Ireland and the UK over the past seven years. To date, a large number of policies have been identified and linked to the suspect.

The investigation into "Ghost Brokers" is ongoing, a number of planned searches and arrests have been made.



## Community Safety - continued

### Key Lifesaver Offences

There were many enforcement operations carried out throughout the year with the aim of detecting errant drivers and changing road user behaviour. In particular, intoxicated driving arrests increased by 11% in 2017 compared to 2016, and the number of intoxicated driving checkpoints were in line with the previous year.

	2016	2017	Change	% Change
Driving while intoxicated incidents	8,066	8,920	+854	+11%
Intoxicated driving checkpoints	76,675	76,606	-69	0%
Speeding	171,717	147,648	-24,069	-14%
Seatbelts	9,816	10,977	+1,161	+12%
Mobile Phones	28,121	28,295	+174	+1%
Road Transport incidents	3,999	2,618	-1381	-35%
Dangerous Driving	5,810	5,215	-595	-10%
Section 41 Detention of Vehicles	29,294	33,890	+4,596	+16%

### Case Study: Operation Enable

Operation Enable is a multi-agency initiative between An Garda Síochána, Dublin City Council, Dublin Street Parking Services, the Irish Wheelchair Association (IWA) and the Disabled Drivers Association of Ireland (DDAI).

The objective of the Operation is to remind motorists of the need to respect the Disabled Parking Bays in Dublin City Centre and to remind Disabled Parking Permit holders of the need to respect the conditions attached to the permits.

In the Dublin Metropolitan Region (DMR) during 2017, Operation Enable has resulted in 53 seizures of permits for fraudulent use and 596 parking offences in disabled bays. Operation Enable began in DMR Traffic and has now become a nationwide operation.

### Case Study: Primary School Garda Safe Cycling Programme, Limerick

The Primary School Garda Safe Cycling Programme was introduced in the Limerick City North District a number of years ago as an initiative to bring safe cycling to primary schools and promote road safety amongst young persons. In 2017, the programme was updated to make it more relevant and beneficial to the participants. It covers areas such as cycling skills, road safety, and equipment and includes a test at the end of the programme.

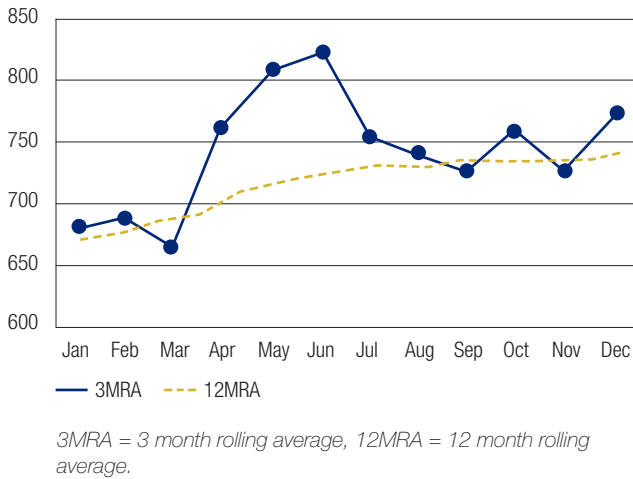
450 children from 15 schools participated in the programme in 2017.



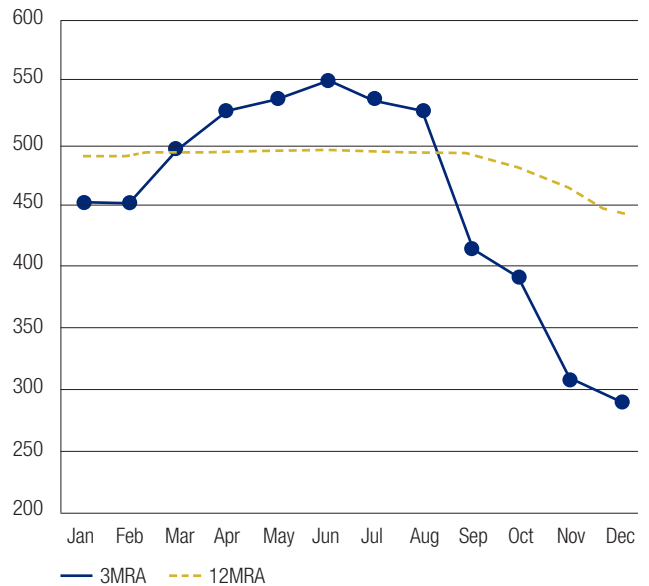
*Gardaí operating a checkpoint as part of a public safety awareness campaign aimed at motorcyclists.*

## Community Safety - continued

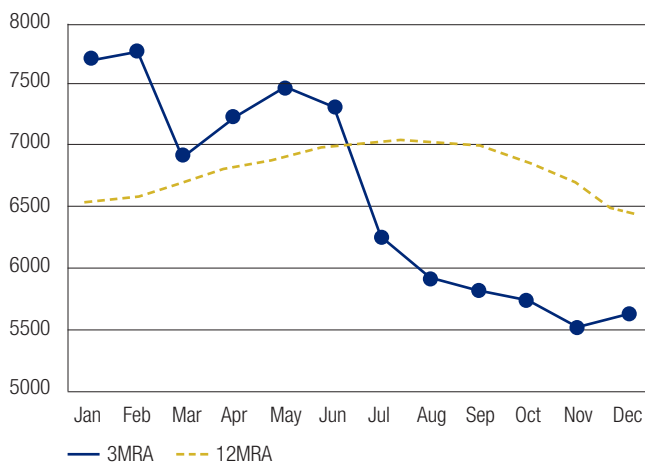
Driving While Intoxicated Trend



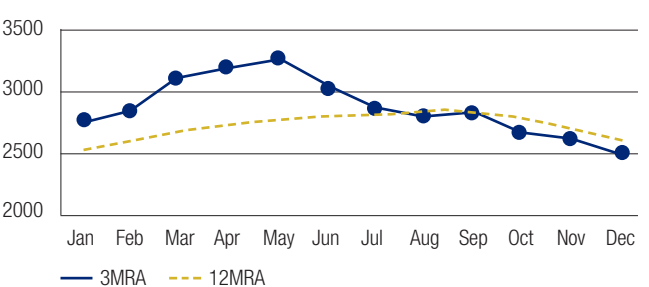
Dangerous Driving Trend



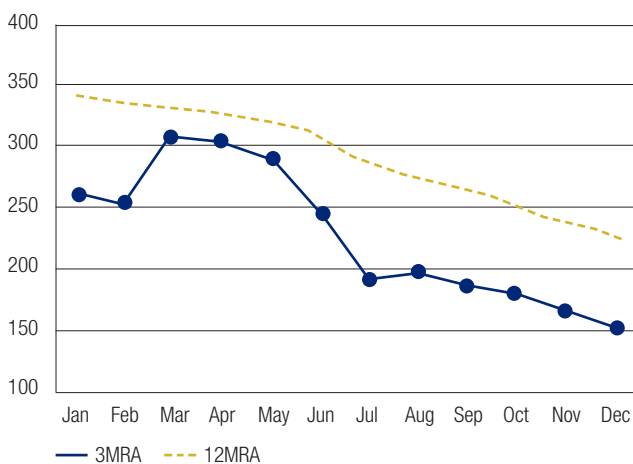
MIT Checkpoints Trend



Section 41 Trend



Road Transport Trend



Alongside traditional enforcement operations, there were several additional educational interventions carried out.

There were two national 'Slow Down' days, where high visibility speed enforcement activities on national, primary and secondary routes were supported by a media campaign to encourage all drivers to reduce speed.

Ireland again participated in TISPOL's Project EDWARD (European Day Without A Road Death), achieving no road deaths on the day (21st September 2017).

The Christmas and New Year intoxicated driving campaign were heavily publicised across all media platforms.

All of these interventions garnered significant media coverage, in particular on social media.

In addition, the Road Safety Unit attended the Ploughing Championship and Young Scientist exhibition.



## Community Safety - continued

### Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<p><b>5</b> Collaborative engagement with key minority groups.</p>	<p>This target was achieved. Comprehensive engagement took place over the course of 2017 between An Garda Síochána and a variety of minority communities and vulnerable groups in Irish society.</p> <p>Presentations were delivered on a variety of topics to groups including the African Women's Group; Policing Ireland's Inter-cultural Society; Policing Ireland's Muslims; Experiences of Learning to Live Together'; Small People's Association of Ireland Annual Convention &amp; convening of private advisory clinic to participants; mediators conference at the Glencree Centre for Peace and Reconciliation, Co. Wicklow re: mediation and multi-cultural society; traveller mediators; and Syrian refugees at the Gold Coast Hotel, Dungarvan, Co. Waterford prior to resettlement in local community housing schemes.</p> <p>Meetings took place throughout the year with groups across the country by members of the Garda National Community Engagement Bureau (GNCEB) and local members of An Garda Síochána including; members of the Black Community; Roma representatives; Tunisian representatives; Syrian refugees; Zimbabwean representatives; Iraqi refugees; Traveller groups; Older Person Network, City of Sanctuary; ALONE and various other community groups.</p> <p>Staff at the GNCEB provided training to Ethnic Liaison Officers; Lesbian, Gay, Bisexual and Transgender Officers and training was also provided to Customs Officers in anti-discriminatory application of powers under the Customs Consolidation Acts.</p> <p>Various conferences were attended including a joint cross-border training seminar; Radicalisation and Returnees; Victim Support (Northern Ireland and Europe) conference; Hate Crime Trainers Meeting at the Office of Democratic Institutions of Human Rights; mediators conference at the Glencree Centre for Peace and Reconciliation, regarding mediation and multi-cultural society.</p> <p>A new asylum integration centre was opened in Killarney and local Community Gardaí held a number of clinics to welcome and provide information to new residents. 'Ask Angela' support system was launched in Cork City. In the Tipperary Division, 'Know your Patch' patrols were carried out across the Division. Gardaí in the Castlereagh district met with personnel residing at the Emergency Refugee Orientation Centre (EROC) at Ballaghaderreen on numerous occasions throughout the year. Gardaí around the country regularly attended at their local Mosques and held clinics in local community centres in an effort to build up trust and confidence with all strands of society.</p>

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>8</b> Publishing the National Crime Prevention and Reduction Strategy by Q1, 2017.	<p>This target was achieved. The National Crime Prevention and Reduction Strategy was published on the Garda Portal Page and Garda Website in April 2017. A comprehensive programme of work to implement the strategy has been developed and will be implemented in 2018.</p> <p>This initiative will continue to be progressed through the 2018 Policing Plan.</p>
<b>9e</b> Enhanced feelings of public safety as measured by the Public Attitudes Survey.	<p>This target was achieved. A smaller proportion of people considered crime <i>nationally</i> to be <b>very serious problem</b> in 2017 (24.5%) than in 2015 (32.1%).</p> <p>A smaller proportion of people in 2017 considered crime <i>nationally</i> as a <b>very serious or a serious problem</b> (74.5%) than in 2015 (78.2%).</p> <p>A smaller proportion of people considered crime <i>locally</i> to be a <b>very serious problem</b> in 2017 (3.0%) than in 2015 (6.9%).</p> <p>A smaller proportion of people considered crime <i>locally</i> to be a <b>very serious or a serious problem</b> in 2017 (19.8%) than in 2015 (31.3%).</p>
<b>9f</b> Increased recording of incidents with a hate motive against 2016 baseline.	<p>This target was achieved. The recording of incidents with a hate motive increased by 9.62%.</p>
<b>20</b> The roll-out of J-ARC to 12 Garda Divisions by Q4 2017.	<p>This target was not achieved. The Department of Justice and Equality is currently conducting an evaluation of pilot J-ARC initiatives. This review is scheduled for completion March, 2018. Further development of the pilot initiatives is dependent on this review. The project will be progressed following the conclusion of this evaluation. However, in cooperation with the statutory agencies An Garda Síochána will continue to support existing J-ARC pilot initiatives.</p>

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>22</b> Implementing the Youth Justice Action Plan 2014-2018: Tackling Youth Crime, in conjunction with our criminal justice partner agencies.</p>	<p>This target was achieved. The first meeting of the Youth Justice Action Plan (2014 - 2018) Implementation Team (YJAP) took place in February, 2017. This interagency group consists of An Garda Síochána, TUSLA, Irish Youth Justice Service (IYJS) and Oberstown Detention School. A second meeting of this interagency group was held in October. Discussions were held on the use of the current Children and Young People's Services Committees (CYPSC) regional structures in order to ensure this issue is managed at local level by the relevant agencies and Child in Care cases reviewed.</p> <p>A representative from the Community Engagement and Public Safety Bureau attended a meeting with representatives from the Police Service of Northern Ireland (PSNI) to discuss areas of commonality between An Garda Síochána and the PSNI, including the identification of areas where cross border co-operation would be beneficial. A number of Juvenile Liaison Officers (JLOs) from An Garda Síochána attended, as well as youth diversion officers and a member of the Reducing Offending Unit from the PSNI. A number of operational functions were identified by the group as areas that required cooperation between both police services. It is intended that future meetings will be arranged to continue engagement and co-operation.</p> <p>During 2017, the Garda Youth Diversion Projects Office delivered seven information seminars to Juvenile Liaison Officers (JLO's) nationally in the use of the Youth Level of Service/Case Management Inventory (YLS/CMI) risk assessment tool for Garda Youth Diversion Projects.</p>
<p><b>23a-23b</b> Increasing road-user compliance and Garda visibility, as measured by the Road Safety Authority (RSA).</p>	<p>This target was not achieved as the level of road-user compliance with roads legislation was not monitored by the Road Safety Authority (RSA).</p> <p>In the 2017 Roads Policing Plan however, An Garda Síochána committed to a wide range of operations to increase the level of legal compliance by road users. All operations planned for each month were implemented successfully. Media campaigns were run in conjunction with the Road Safety Authority. Operations targeted speed, seatbelts, mobile phone use while driving, intoxicated driving, and TISPOL Truck and Bus Operations. In June 2017, the Dublin Port Average Speed Camera was introduced.</p>

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>23c</b> Decreasing fatalities to less than 136 in line with the Government's Road Safety Strategy.	<p>This target was not achieved. This is a multi-agency target, towards which An Garda Síochána contributes.</p> <p>In 2017, there were 143 fatal collisions, which resulted in 157 fatalities on Irish roads. This represents 18% fewer collisions (-31) and 16% fewer deaths (-30) compared to Garda data for 2016. This was the lowest recorded number of fatalities since records began. However, there has been an increase in pedal cyclist fatalities (+5) in the year-on-year comparison. The highest risk age groups in 2017 are those aged 66 and older (21% of all road users killed), 16-25 year olds (21%) and those aged 26-35 (18%).</p> <p>March was a particularly dangerous month with 20 deaths, followed by July and November (17 in each).</p> <p>Dublin (23), Cork (14) and Mayo (12) had the highest number of fatalities.</p>
<b>23d</b> Decreasing serious injuries to less than 380 in line with the Government's Road Safety Strategy.	<p>This target was not achieved. This is a multi-agency target, towards which An Garda Síochána contributes. Serious injury collisions decreased by 16.69% in year-on-year comparison but failed to meet government targets.</p>
<b>24</b> Facilitation of the Road Safety Authority in the collection of data and conducting of research with a view to furthering our understanding of road user behaviour.	<p>Monthly meetings held with the Road Safety Authority. A formal process to manage the exchange of data was identified between RSA analysts and the Garda Síochána Analysis Service. This process will ensure that relevant data is exchanged between both organisations on a regular ongoing basis.</p>
<b>25</b> Participate in planned Multi-agency Checkpoints as set out in the Roads Policing Plan for 2017.	<p>The objective of multi-agency checkpoints is primarily to improve compliance with traffic and road transport legislation. They are carried out by members of An Garda Síochána in partnership with external agencies such as the RSA, Revenue, HSA, Customs, Social Welfare, Taxi Regulator, etc.</p> <p>An Garda Síochána participated in planned multi-agency checkpoints scheduled for each quarter as set out in the Road Policing Plan for 2017. The following are the results:</p> <p>Quarter 1 - 558  Quarter 2 - 353  Quarter 3 - 371  Quarter 4 - 363</p>

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>26</b> Completing Phase 1 of the ANPR Strategy by Q3, 2017.</p>	<p>This target was partially achieved. The purpose of this initiative was to use Automated Number Plate Recognition (ANPR) technology both in roads policing and as an investigative and criminal intelligence tool. The office of the Attorney General advised however that there was a need for primary legislation in relation to the use of ANPR if this initiative was to progress.</p> <p>In the interim, significant progress was made planning the implementation of new ANPR processes and preparing for the establishment of an ANPR Central Monitoring Office (ACMO) through the Modernisation and Renewal Programme. Accommodation for this office was identified and one staff member was put in place. An additional five staff members will be required. ACMO will begin operating with additional staff joining the office following competitions.</p> <p>The ANPR Strategy will continue to be progressed by the Strategic Transformation Office in 2018.</p>
<p><b>27</b> Reviewing all collision prone zones by Q4 of 2017.</p>	<p>This target was achieved. Quarterly data pertaining to fatalities and compliance rates from the previous quarter was assessed to give priority to the policing of collision prone zones over the next quarter. A Superintendent from the Roads Policing and Major Events Management (RPMEM) section met with the speed monitoring contract provider quarterly to review the data. Each speed zone was weighted, assessed and the priority list for enforcement was set out following this review.</p> <p>There are 1,031 active speed enforcement (collision) zones. Review of zones leads to change in weightings of a zone. The review of the weightings takes into account collisions in the zone and speed compliance within each zone. In 2017, monitoring hours increased from 6,000 to 7,400 plus 100 hours of surveying. Data pertaining to all fatal and injury road traffic collisions from the July, 2014, to June, 2017; and fatal collision data from July, 2017, to December, 2017; was under review in Q1 2018 in order to identify new collision clusters. It is expected that new collision zones will be identified and some existing zones may be removed due to a reduction of risk of a collision.</p>



## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>28</b> Garda Inspectorate Report on the Fixed Charge Processing System within the remit of An Garda Síochána ensuring that improvements are implemented.	This target was achieved. The final recommendation of the Garda Inspectorate Report on the Garda Fixed Charge Processing System within the remit of An Garda Síochána was implemented. A scanning solution was installed and implemented into the Fixed Charge Processing Office (FCPO); and a third payment option commenced in June, 2017. The on-line payment option is available for payment of non-penalty point Fixed Charge Notices (FCN). A number of court cases are due for hearing in Q1, 2018, after which payment rates will be evaluated.
<b>29</b> Completing an audit of the Garda Fixed Charge Processing System by Q4 of 2017.	<p>This target was achieved. The Garda Internal Audit Service (GIAS) reviewed all Garda Professional Standards Unit (GPSU) reports on the examination of FCN cancellations.</p> <p>The GIAS reported that following liaison with the Garda Audit Committee, it was decided that no added value would be achieved in re-auditing the issues highlighted in Assistant Commissioner O'Sullivan's Report, the Crowe Horwath Report or the GSOC Report into FCN matters. As a result a decision was taken not to conduct the planned (year-end target) GIAS audit.</p>
<b>30</b> Providing Roads Policing Units with tailored education and training.	<p>This target was partially achieved. A training working group was established to develop a specific training programme that will be provided to the new staff who will be allocated to new Roads Policing Units. The group are also developing on-going continuous professional development training for both existing traffic members and for the wider organisation to aid in the enforcement of Road Traffic Legislation. At the end of 2017, an on-line Learning Management System (LMS) Module was developed and was under review at year-end.</p> <p>New Divisional Roads Policing Units will be established in 2018. Their role will be expanded beyond a traditional traffic role as they take on an additional crime prevention/detection role.</p>

## Community Safety - continued

## Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>31</b> Incrementally increasing resources allocated to Roads Policing Units by 10% across all regions by end Q4 2017. Baseline resource numbers as of 31st December, 2016.	<p>This target was partially achieved. A review of Roads Policing was conducted. A role and job description was prepared for new personnel. Competitions were advertised nationwide. The Southern, South Eastern and Eastern regions completed regional roads policing competitions and compiled panels. The Western and Northern regions were conducting interviews in December and panels are expected to be finalised in January, 2018. This initiative was not achieved but it will be addressed in Policing Plan, 2018.</p> <p>The Roads Policing and Major Events Management (RPMEM) section implemented a programme to deploy each Probationer Garda to the Traffic Corps for a 10-week period at the end of their professional development Phase 3. The first such 10-week period began on the 27th March, 2017, with 62 Probationer Gardaí assigned to Divisional Traffic Units. The second 10-week period began on 5th June, 2017, with 65 Probationer Gardaí assigned to Divisional Traffic Units. The third 10-week period began on the 14th August with 62 Probationer Gardaí assigned to Divisional Traffic Units.</p>
<b>33</b> Implementing a new Community Policing Framework by Q4, 2017.	<p>This target was not achieved. This is an initiative under the Modernisation and Renewal Programme (MRP) and it was progressed throughout 2017. An evaluation of community policing was completed by KC Consulting and received in April, 2017. The key findings from the evaluation were incorporated into a draft strategy document. In July, Assistant Commissioner, Community Engagement and Public Safety, established a steering group to examine the Community Policing Framework and to develop a new strategy.</p> <p>At year-end, a public-facing Community Policing Strategy was under development in the Garda Bureau of Community Engagement. Until this document has been completed the internal framework cannot be completed. Nonetheless, this initiative will continue to be addressed in Policing Plan 2018.</p>
<b>34a</b> Increasing public perception that An Garda Síochána is community focused to a level of 64% and maintaining that level throughout 2017.	This target was achieved. Between 2015 and 2017, public perception that An Garda Síochána is community focussed increased from 61.0% to 63.9%.

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>34b</b> Reducing the fear of crime. Baseline to be established in 2016.	<p>This target was achieved.</p> <p>A smaller proportion of people had a lot of fears about the level of crime year-on-year, with the percentage dropping from 6.5% to 3.7%.</p> <p>A smaller proportion of people had a lot or some fears about the level of crime year-on-year, with the percentage dropping from 37.4% to 30.6%.</p> <p>A smaller proportion of people considered that their fear of crime had some effect on their quality of life (greatly reduced, significantly reduced, moderately reduced or reduced a little), with the percentage dropping from 38.5% to 30.4%.</p>
<b>34c</b> Increasing Garda visibility. Baseline to be established in 2016.	<p>This target was achieved. Garda visibility increased year-on-year from 35.0% to 36.4%.</p>
<b>38a</b> Garda Diversity & Inclusion Strategy implemented by Q3 2017.	<p>This target was not achieved. The development and implementation of a Garda Diversity and Inclusion Strategy is an initiative within the Modernisation and Renewal Programme. The Garda Workplace Equality, Diversity and Inclusion Strategy 2018 - 2022 aims to develop and implement best practices in equality, diversity and inclusion in the Garda workplace; and to place a strong emphasis on creating a working environment that is open, inclusive and non-discriminatory.</p> <p>The Garda Workplace Equality, Diversity &amp; Inclusion Office has an internal remit and will focus on eliminating workplace discrimination, promoting workplace equality, diversity and inclusion and protecting human rights at work. It is concerned with developing internal policy and procedures in line with Section 42 of the Irish Human Rights and Equality Commission Act, 2014, Public Body Duties and other employment equality legislation. The office will also function as a knowledge base and provider of expertise in the areas of equality, diversity &amp; inclusion to the Garda workforce.</p> <p>The Equality, Diversity and Inclusion Strategy Document was approved by the Cross-Organisational Services Programme Board on 18th of May, 2017. There are two projects emanating from the strategy:</p> <ul style="list-style-type: none"> <li>• Project 1 deals with consultation, development and launch of the Garda Workplace Equality, Diversity and Inclusion Office and Strategy 2018 - 2022.</li> <li>• Project 2 deals with the implementation of the Garda Workplace Equality, Diversity &amp; Inclusion Strategy, 2018 - 2022. This is yet to commence.</li> </ul> <p>The Equality, Diversity and Inclusion Strategy will continue to be progressed within the MRP by the Strategic Transformation Office. Production of an external Garda Diversity and Inclusion Strategy is an initiative for Policing Plan 2018 with a completion date of end Q2.</p>

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>38b</b> Increasing levels of satisfaction with the service provided to local communities to 72% and maintaining that level over the remainder of 2017.	<p>This target was not achieved.</p> <p>The proportion of people that were satisfied with the service provided by An Garda Síochána to their local community increased between 2015 and 2017 from 69.3% to 70.9% respectively (failing to surpass the 72% target).</p>
<b>38c</b> Increasing the proportion of people who feel that AGS treats all people equally, irrespective of background. Baseline established in 2017.	<p>This target was achieved.</p> <p>Questions pertaining to this initiative were added to the Public Attitudes Survey at the end of 2016.</p>
<b>38d</b> Increasing scope of the Public Attitude Survey to include 16-18 year olds.	<p>This target was achieved.</p> <p>Since January 2017, 16 and 17 year olds have been surveyed.</p>
<b>39</b> Piloting of the Police and Community Engagement (PACE) project in 6 Garda Divisions.	<p>This target was not achieved.</p> <p>In order to ensure a more uniform approach to policing communities, the PACE initiative, as referred to in Policing Plan 2017, was subsumed into a holistic National Community Policing Strategy which is currently being developed under the Modernisation and Renewal Programme. It is envisaged that the PACE initiative and its component parts will form a key part of the new strategy once it has been completed. The Community Policing Framework will progressed through Policing Plan 2018.</p>
<b>40</b> Completion of schools programme review by Q3, 2017.	<p>This target was partially achieved. A review of the Garda Schools Programme commenced in December following the allocation of two new staff members to the Community Engagement and Public Safety Bureau.</p>
<b>41</b> Increasing the proportion of Public Attitude Survey respondents who are aware of crime prevention campaigns run by An Garda Síochána to 80%. Maintained at that level throughout 2017.	<p>This target was achieved.</p> <p>The proportion of Public Attitudes Survey respondents who were aware of crime prevention campaigns run by An Garda Síochána increased between 2015 and 2017 from 78.4% to 82.5% respectively (surpassing the 80% target).</p>

## Community Safety - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>42</b> Minimum of one Crime Prevention Day per quarter held in each Division.	<p>This target was achieved.</p> <p>A minimum of one Crime Prevention Day was held in each Division in 2017. National Crime Prevention Campaigns ran during the year included:</p> <ul style="list-style-type: none"> <li>• Streetwise Campaign</li> <li>• Summertime Home Security Campaign</li> <li>• Supporting Safer Communities Campaign</li> <li>• Use Your Brain Not Your Fists Campaign</li> <li>• Burglary Prevention Campaign</li> <li>• Personal Safety Campaign</li> <li>• On-line Shopping Crime Prevention Campaign</li> <li>• Support for the Irish Farmers Association Winter Burglary Prevention campaign.</li> </ul>
<b>44</b> All JPC meetings attended by nominated Chief Superintendents.	<p>This target was achieved.</p> <p>Extensive collaboration took place between An Garda Síochána, Joint Policing Committees (JPS's) and other local policing fora. A total of 165 JPC meetings were attended by members of An Garda Síochána during the year</p> <p>Q1 - 43 Q2 - 43 Q3 - 37 Q4 - 42</p>



## CROSS-ORGANISATION SERVICES



“The daily work of Gardaí around the country is carried out in conjunction with, and the assistance of, a large number of support services. This section details the work of these units, from the work of the Strategic Transformation Office driving the Modern & Renewal Programme, to the Garda College training new recruits.”

### Strategic Transformation Office

The Strategic Transformation Office, a central hub of skilled resources, was established in 2015 to oversee, manage and deliver the Modernisation and Renewal Programme (MRP). The MRP is a large programme of work that will see a phased implementation of various projects to transform An Garda Síochána from 2016 - 2021.

### Progress in 2017

2017 has marked significant delivery for the MRP. Advancements made throughout 2017 continue to steer An Garda Síochána in the right direction in achieving the overall programme vision and delivering much-needed support to all staff in the organisation. The Senior Leadership Team have reviewed and prioritised MRP projects. This prioritisation narrows the focus of An Garda Síochána in this regard and it is envisaged this will improve the pace of delivery of key projects and reduce the current pressures on key enabling functions of HR, training, accommodation and finance. The appointment of the Executive Director, Strategy and Transformation in 2017 demonstrates the significance of the MRP to the organisation and our commitment to ensure its delivery.

## Cross-Organisation Services - continued



### KEY 2017 MRP ACHIEVEMENTS

The **Modernisation and Renewal Programme** made significant progress in 2017. Below are some key achievements:

#### MOBILITY

Pilot launched in Limerick, using smartphones and a bespoke vehicle app to view vehicle details, tax status and vehicle warnings.



#### PEMS2

System to electronically manage and track property and exhibits was deployed nationally.

#### CODE OF ETHICS

Project launched and hard copies of Code of Ethics issued to all staff.



#### DPSU

Divisional Protective Service Units were established in 3 Divisions to provide specialised support to the most vulnerable victims of crime.

#### P.A.I.F.

The Performance, Accountability and Learning Framework launched, and training commenced nationwide.



#### CULTURAL AUDIT

Individual members, staff, and reserves completed the "Play Your Part" survey, to assess our organisational culture.

#### E.C.M.

Enterprise Content Management, a new system to store, create and manage content (including files and reports), deployed to Mullingar, Athlone and Naas Districts.



#### RISK MANAGEMENT

A revised approach to managing risk launched, supporting decision-making at all levels.

#### eRC1

eRC1, an electronic version of the paper RC1 form used to log and update calls for service, deployed in all 14 non-CAD Divisions.



#### CAD1

CAD1 (Computer Aided Dispatch) was deployed to the Kerry Division, bringing the entire Southern Region onto the system.

#### ENHANCING RURAL NETWORK ACCESS

Over 50 additional stations received access to PULSE.



#### GoAML

Government Anti-Money Laundering software went live to support the Garda Economic Crime Bureau in managing suspicious financial transactions.

### Cross-Organisation Services - continued

#### Garda Risk Management Unit

In March 2017, a revised approach to risk management was implemented under the Modernisation and Renewal Programme 2016-2021.

Under this approach, each senior manager (Superintendent rank and above and equivalent civilian grades) is required to identify and manage their principal risks within their areas of responsibility on an ongoing basis. In addition, corporate risks are actively managed by the Risk and Policy Governance Board.

The implementation of this approach supports a requirement for enhanced governance, accountability and transparency in An Garda Síochána. The use of a bottom-up and top-down approach now facilitates the escalation of risks, where necessary, right up to corporate level.

The Risk and Policy Governance Board chaired by the Chief Risk Officer ensures that corporate risks are effectively managed, and calls corporate risk owners to account as necessary. This board certifies the proper functioning of the risk management approach on an annual basis to the Commissioner. During 2017, this board met on six occasions.

The Garda Risk Management Unit supported the integration of risk management into An Garda Síochána's day-to-day activities through the provision of training, briefings, risk register development workshops and quality assurance.

By the end of 2017, more than 1,000 Garda personnel had received training, briefings or development workshops on risk management. This figure includes co-facilitated professional training with the Institute of Public Administration, which was provided to all senior managers during Q 4 2016 and Q 1 and 2 of 2017.

#### Garda Professional Standards Unit (GPSU)

The GPSU's primary focus is to ensure areas of concern that pose a high risk to the organisation's reputation and public confidence are identified and dealt with in a timely, effective and efficient manner.

In 2017, two Divisional inspections were conducted by the GPSU in the Southern and Western Regions. In addition, three joint examinations of national units were conducted in conjunction with the Garda Internal Audit Section.

Thematic reports were published in respect of the Adult Cautioning Scheme and the Garda Youth Diversion Office. These thematic reports identified areas for improvement in line with Garda policies and procedures.

In Q4 2017, the GPSU developed a proposal for the Commissioner for the introduction of the Management Assurance Model (MAM). The proposal outlines how the MAM would assist senior Garda management in identifying and dealing with recurring governance issues. The final proposal document is anticipated to be submitted to the Garda Commissioner in mid-Q 2 of 2018.

To complement the MAM, the GPSU has developed an IT supported certified inspection process that permits local management to inspect areas of concern highlighted by risk assessment, organisational data or local processes. The inspection process provides for early remedial or corrective action to be recommended and implemented.

With a successful testing period it is envisaged the application will go live on a pilot basis to six Divisions in early Q 2 of 2018.

In March 2017, the GPSU achieved a score of 712 (73%) for Quality of Management Systems and was subsequently awarded the Q Mark. Additionally, the GPSU was nominated by EIQA to The National Q Mark Awards 2017 in the 'Pursuit of Excellence' category.

## Cross-Organisation Services - continued

### Garda Internal Audit Service (GIAS)

The GIAS were externally evaluated in 2017 against professional audit standards by an independent management consultancy and accountancy firm. Its report confirmed that the GIAS is compliant with professional standards. The report also made recommendations for improvement. On foot of these recommendations, GIAS implemented a number of measures:

- The staff number in the GIAS increased from 8 to 12 and sanction has been received to further increase staff levels to 16.
- A new Charter was signed with the Garda Commissioner.
- The Head of Internal Audit now reports directly to the Garda Commissioner/Accounting Officer
- The Head of Internal Audit briefs the Garda Executive quarterly.
- A strategic leadership approach was adopted that ensures the full scope of the audit remit is being fulfilled and strategic risks prioritized.

These changes also reflect the recommendations of the Report of the Oireachtas Committee on Public Accounts (July 2017) in relation to financial controls in the Garda College.

A new Risk Management Framework was established by the Garda Risk Management Unit in April 2017. This has assisted the GIAS in identifying the strategic risks likely to result in service delivery or organisation failure.

### Internal Affairs

#### Discipline

During 2017, 145 members were found in breach of discipline following internal discipline investigations 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 €59,880.

There was one member of An Garda Síochána dismissed during 2017 under Section 14 of the Garda Síochána Act 2005. This figure does 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.

A total of 28 members were on suspension at the end of the year.

### Complaints

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 the year the GSOC notified An Garda Síochána of 1,319 complaints made by members of the public against Gardaí that were deemed admissible by the GSOC during 2017. Of these, 676 were forwarded by the GSOC to the Garda Commissioner for investigation, in accordance with Section 94, Garda Síochána Act, 2005, as amended.

An Garda Síochána referred 24 incidents to the Garda Síochána Ombudsman Commission, in accordance with Section 102 of the Act.

### Improving Customer Service

To help improve customer service, presentations continued to be given by the staff from Internal Affairs to promotion training courses for various ranks at the Garda Training College and to Phase III Garda Probationer training courses.

In addition, during 2017, Internal Affairs staff also attended a number of Regional and Divisional Management meetings with a view to providing an overview of the complaints and discipline processes and addressed many issues arising at a Regional and Divisional level.



### Cross-Organisation Services - continued

#### Justice Reform

In 2017, An Garda Síochána and the Department of Justice & Equality continued to meet their obligations under the 2015 Governance Framework Document. During the course of 2017, this Framework Document was reviewed by the two parties and a new revised document was agreed and signed in November. The new agreement, Corporate Governance Assurance Agreement between An Garda Síochána and the Department of Justice and Equality, sets out the broad governance and accountability framework within which An Garda Síochána operates, and defines key roles and responsibilities that underpin the relationship between An Garda Síochána on one hand and the Department, the Minister and the Government on the other.

#### Code of Ethics

The Code of Ethics was published by the Policing Authority in January, 2016. The Code sets out the guiding principles to inform and guide the actions of every member of staff in An Garda Síochána at every level of the organisation.

Following its publication, An Garda Síochána established a steering committee to embed the Code comprehensively throughout the organisation. The steering committee is led by an Assistant Commissioner and includes representatives of various sections of An Garda Síochána, supported by an internal ethics experts advisory group comprising graduates and students of an MA in Ethics and other ethics qualifications. In addition, the steering committee procured external ethics experts through a tender process to assist with ethics related activities.

During 2017, the Steering Committee updated the Garda Síochána Decision Making Model placing the Code of Ethics at its core, it developed a draft Ethics Strategy, a draft Communications Strategy, and a training programme to facilitate ethical discussion throughout An Garda Síochána. The Garda College ensured that the Code of Ethics was incorporated into student training and all programmes provided to the organisation.

The Committee commenced communication of the Code of Ethics through the facilitation of ethics training to the senior leadership team and the facilitation of a number of regional launches led by Assistant Commissioners and Executive Directors. The Code of Ethics was distributed throughout the organisation and preliminary code of ethics awareness briefings were provided throughout all Garda Divisions and Districts nationally by local management. Each Division nominated ethics instructors and these personnel will facilitate ethics workshops in conjunction with Continuous Professional Development (CPD) instructors to all Garda Síochána personnel nationally throughout 2018.

An Garda Síochána reported regularly to the Policing Authority's Code of Ethics Committee throughout the year.

#### Policing Authority Liaison Office

The Policing Authority Liaison Office continued to manage the provision of information and documentation to the Authority and liaised with them in preparation for meetings with the Commissioner and other sections of An Garda Síochána.

The Liaison Office received 154 Action Register Requests from the Policing Authority in 2017 comprising actions from meetings and formal requests for approximately 300 pieces of information/documentation.

The Policing Authority established the Garda Organisation Development Committee in 2017, in addition to the Committees previously established in 2016. An Garda Síochána representatives attended approximately 31 meetings across four Committees. There was also a total of 11 Policing Authority meetings with the Commissioner, five of which were held in public.

The Policing Authority Liaison Office arranged approximately 70 further meetings between representatives of An Garda Síochána and the Policing Authority in 2017, in addition to those held monthly, and approximately 26 visits for the Authority and the Executive to various Garda Stations and specialist sections nationally.



## Cross-Organisation Services - continued

### Energy Management



€17m

**cumulative energy cost savings since 2009.**



**21.5%**

**saving with a reduction of 6,568 tonnes in our carbon footprint.**

This is more efficient than the baseline towards the public sector energy efficiency of 33% by 2020.

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

This builds on our success as winners of the 2017 Public Sector Facilities Management Project of the Year for Garda Headquarters and Garda Stations, and the National Procurement and Supply Chain Green Project 2016, SEAI Public Sector finalist 2016 and Green Awards Public Sector finalist 2016.

Following on from ISO 50001 Energy Management Certification for Garda Headquarters and Garda Fleet in 2016, the Garda College became one of the first police colleges to achieve ISO50001 Certification in December 2017.

### Procurement

In 2017, Procurement continued to implement actions under its key goals in accordance with commitments under the Corporate Procurement Plan 2016-2018.

In 2017, a total of:

- 29** Tenders published by An Garda Síochána (7 EU Journal and 22 on eTenders).
- 25** Contracts Awarded (4 EU Journal and 21 on eTenders).
- 8** Contracts awarded by An Garda Síochána following the establishment of OGP Frameworks.
- 2** Contracts awarded in 2017 by An Garda Síochána following 2016/17 procurement exercises (1 EU Journal & 1 eTenders).
- 6** Tenders published by the OGP in which An Garda Síochána was part of the Sourcing Team.

In addition, Garda Procurement processed:

- 58 - faxed tenders
- 50 - contracts extensions/renewals
- 49 - add-on to contracts

### Maximising the use of ICT developments

In 2017, in order to further develop and improve Station administrative systems, the online uniform ordering system was expanded to cover the placement of orders for the various station books e.g. A62 Vehicles log books, Inspection Journals, Bail Sign in Books, Custody Record books.

### Estate Management

#### Kevin Street, Wexford and Galway Garda Stations

Following on from construction works that were commenced in 2015, progress continued throughout 2017 on the development of new Divisional HQ Stations at Kevin Street and Wexford, and the development of a new Regional/Divisional HQ Station in Galway. The new Wexford Garda Station was completed and handed over to An Garda Síochána in September 2017.

These projects represent a major modernisation of Garda infrastructure and these new facilities will provide An Garda Síochána with:

- improved office and incident management facilities
- appropriate areas for meeting members of the public (including facilities to support victims of crime)
- dedicated facilities for custody management, enhancing the ability of An Garda Síochána to provide safe and secure detention
- enhanced training facilities for members
- storage facilities for property and evidential items coming into the possession of An Garda Síochána
- suitable welfare facilities for Garda members and staff.

It is expected that the new Garda Stations at Kevin St and Galway will be completed and handed over to An Garda Síochána in the first half of 2018.

In addition to the above, substantial projects were commenced at Tralee and Henry Street Garda Stations. The project at Tralee Garda Station addresses health and safety issues and enhances the work space for operational units, while the project at Henry St Garda Station provides a full custody management suite for use by the Limerick Division. Both of these projects will be completed in the first half of 2018.

## Cross-Organisation Services - continued

### Fleet Management

Under the Government's Capital Plan 2016 - 2021, €46 million will be invested in a modern, effective and fit-for-purpose Garda fleet over the lifetime of the plan.

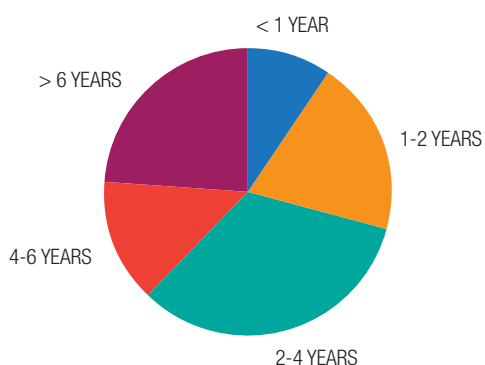
In 2017, 286 vehicles were commissioned to ensure that the Gardaí are mobile, visible and responsive on the roads and in the community to prevent and tackle crime.

### Fleet Data 2017

	Cars	Vans	Motorcycles	4x4's	Other	Total
Vehicles allocated in 2017	204	42	2	11	27	286
Vehicles Decommissioned in 2017	230	61	20	19	17	347
Garda Fleet as on the 31/12/2017	1978	459	125	99	118	2779

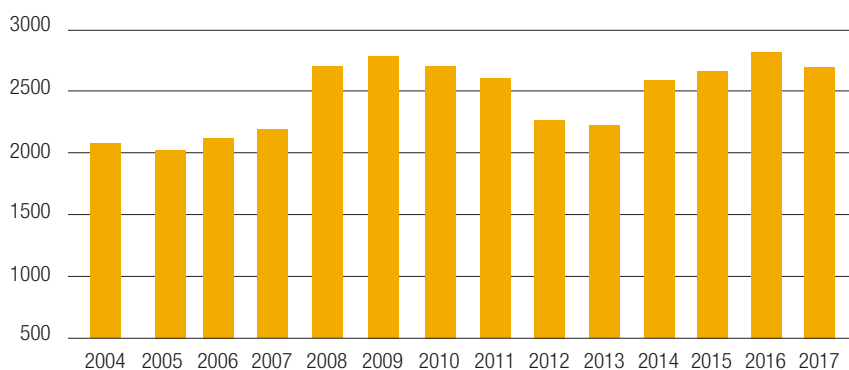
### Garda Fleet Age Profile as at 31/12/2017

	Cars	Vans	Motorcycles	4 x 4	Others	Total	% of Total
Total	1,978	459	125	99	118	2,779	100%
< 1 year	197	37	0	11	18	263	9%
1 - 2 years	312	136	35	31	39	553	20%
2 - 4 years	747	85	48	8	26	914	33%
4 - 6 years	275	105	5	2	4	391	14%
> 6 years	447	96	37	47	31	658	24%



< 1 year	263	9.5%
1-2 years	553	19.9%
2-4 years	914	32.9%
4-6 years	391	14.1%
> 6 years	658	23.7%
<b>Total</b>	<b>2,779</b>	<b>100.0%</b>

Fleet Size 2004/2017: Fleet strength 2004 - 2017 +36%



## Cross-Organisation Services - continued

### Staffing Level at 31 December 2017

#### As at 31st December 2017

Sworn Members	13551
Civilian Staff	2191.654 (working time equivalent)
Reserve	589

### Civilian Competitions

The Competitions Support Unit conducted the following internal competitions for civilian staff in 2017.

Competitions for Promotion to:

- Principal Officer
- Higher Executive Officer (HEO) and HEO Systems Analyst and
- Lateral Competition to Clerical Officer with Allowance in the Office of Corporate Communications and in the Corporate Services Unit

159 candidates were interviewed and a total of 53 applicants were deemed successful for appointment from the three competitions, resulting in a total of 28 promotions in 2017.

### Civilian Recruitment

The Government decision of July, 2016 approved an overall vision for the Garda workforce to bring the strength of the service to 15,000 Garda members, 4,000 civilian staff and 2,000 Garda Reserves by 2021. €8m was provided in the 2017 Garda Pay Budget for the recruitment of 500 civilian staff in 2017 and the organisation is working closely with the Policing Authority, the Departments of Justice and Equality and Public Expenditure and Reform, as well as the Public Appointments Service to bring this vision to reality.

326 civilian staff were recruited in 2017 with 190 of those roles backfilled to account for retirements, transfers, promotions within the wider civil service, and resignations.

#### Additional civilian staff recruited by grade for 2017

Position	Amount Recruited
CO	238
EO	44
HEO	16
AP	6
PO	1
Other	21
<b>Total</b>	<b>326</b>

In 2017, a number of civilian positions in the Senior Leadership Team were also filled including:

- Chief Medical Officer - Dr Oghenovo Oghuvbu
- Director of Strategy and Change Management - Mr David Gilbride
- Executive Director of Legal and Compliance - Ms Kate Mulkerrins.

Garda National Immigration Bureau Staff at Burgh Quay.



## Cross-Organisation Services - continued

### Civilian Retirements 01/01/2017 - 31/12/2017

2017	CMOAccountant	Nurse	HEO	EO	CO	Cleaner	Service Attendant	Traffic Warden	Total
Age	1	1		4	14	3		2	25
Compulsory		1			4	7	1		13
CNER*						2			2
Ill Health			2	1	6	2			11
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>24</b>	<b>14</b>	<b>1</b>	<b>51</b>

\*CNER - Cost Neutral Early Retirement Scheme.

### 2017 Garda Retirements 01/01/2017 to 31/12/2017

2016	Comm	Deputy Comm	Assistant Comm	Chief Super	Super	Inspector	Sgt	Garda	Total
Voluntary	1	0	0	3	6	18	52	92	172
Compulsory	0	0	3	3	5	2	16	24	53
CNER	0	0	0	0	0	0	1	0	1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>11</b>	<b>20</b>	<b>69</b>	<b>116</b>	<b>226</b>

### Family Friendly Initiatives for Garda members and civilian staff of An Garda Síochána

The following is a breakdown of the statistics for family friendly initiatives in 2016 and 2017.

Civilian Staff	Applications processed	Applications cancelled	Applications taken up	No. of staff that applied
2016	396	46	350	186
2017	424	55	369	220

### 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 years in the case of a child with a disability).

Garda Members	Applications processed	Applications cancelled	Applications taken up	No. of Members that applied
2016	664	112	552	338
2017	711	124	587	350

The numbers reflect all approved applications received from Divisional Offices. However, not all applications were taken up and this would have been 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.

## Cross-Organisation Services - continued

### Work-Sharing

Work-Sharing is a scheme which permits an officer to avail of an attendance pattern other than full-time. It is designed to facilitate staff to balance work with family commitments and personal goals.

Civilian Staff	Applications Received	Applications to commence	Applications to return F/T	Number W/S at 31st Dec
2016	54	16	21	341
2017	88	48	27	344

Garda members can only avail of a 50% work-sharing pattern.

Garda Members	Applications Received	Applications to commence	Applications to return F/T	Number W/S at 31st Dec
2016	25	16	9	92
2017	35	25	10	107

### 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 31st Dec
2016	10	13	11	36
2017	7	13	14	29

Garda Members	New applications approved	No. of extensions	Returned/ Resigned	No. on C/B at 31st Dec
2016	24	5	9	29
2017	48	15	14	63

### Incentivised Career Break

A three-year Incentivised Career Break for members of An Garda Síochána was announced in March, 2014. This was under the terms of the Haddington Road Agreement 2013 - 2016. The scheme was introduced as a once-off scheme.

As of December, 2017, there were 98 Garda members on an Incentivised Career Break.





## Cross-Organisation Services - continued

### Paternity Leave

The Paternity Leave and Benefit Act 2016 came into effect in September 2016. It entitles a relevant parent to a single period of 14 days Paternity Leave to be commenced within 26 weeks of the birth of a child. There were 533 applications from Garda members and 7 applications from civilian staff up to December, 2017.

### 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	Applications Received	Applications refused	Applications Granted	Applications Withdrawn	No. availed of SWY
2016	371	6	365	26	339
2017	412	1	411	25	386

The Shorter Working Year Scheme for civilian staff for 2018 was announced in September, 2017.

The number of applications received is 395.

Garda Members	Applications processed	No. availed of SWY
2016	148	138
2017	173	164

The Shorter Working Year Scheme 2018 for Garda members was announced in September, 2017.

The number of applications received is 223.

### Carer's Leave

Carer's Leave is a statutory entitlement which 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	Applications processed	No. availing of Carers Leave at 31st Dec
2016	10	7
2017	18	5

Garda Members	Applications processed	No. availing of Carers Leave at 31st Dec
2016	11	5
2017	11	5

## Cross-Organisation Services - continued

### VDU Applications

Civilian Staff are entitled to an eye test where their duties require the extended use of a VDU. Staff under the age of 40 years, may have a test every 5 years, while staff over the age of 40 may have an eye test every 2 years.

The number of VDU applications processed in 2016 was 123.

The number of VDU applications processed in 2017 was 119.

### Garda and Civilian Sickness Absence Section

The Public Service Sick Leave Regulations as set out in SI 124 of 2014 and SI 384 of 2015 continued to be implemented during 2017.

The review of the new administrative arrangements as set out by the Department of Public Expenditure & Reform (DPER) is nearing completion and this organisation has continued to be represented and engaged in this process.

The tables below show a breakdown and comparison of the number of days lost for both civilian and Garda members during 2017.

### Sick Leave Statistics 2017 Sworn Members Only

No. days lost due to Ordinary Illness	% change year on year Ordinary Illness	No. days lost due to Injury On Duty	% change year on year Injury On Duty	Total number of days recorded	% change year on year Total number of days recorded	Average no. of sick leave days per person	% change year on year Average no. of sick leave days per person
122,242	7.4%	54,317.5	8.2%	176,559.5	7.6%	13.3	4.2%

### Sick Leave Statistics 2017 Civilian Members Only

Total number of days recorded*	% change year on year	Average no. of sick leave days per person	% change year on year Average no. of sick leave days per person
26,054	1.3%	11.88	-4.27%

### Recognition for service

At a Scott Medal awards ceremony held in December, 17 Scott Medals and 17 Commendations were presented to members of An Garda Síochána by the Minister for Justice and Equality and the Acting Garda Commissioner. Those honoured included Garda Anthony Golden (RIP) who received a gold medal for exceptional courage and bravery in protecting a victim of abuse in Co. Louth in October, 2015.

There were 23 Deeds of Bravery nominations received from Comhairle na Míre Gaile in 2017. Three Gardaí and 22 members of the public received awards. Awards were presented for nominations received in 2014, 2015, 2016 and 2017.

### Cross-Organisation Services - continued

#### Willing, Able & Mentoring (WAM) Programme

The WAM Programme seeks to identify the major barriers, real or perceived, to the inclusion of graduates with disabilities in the mainstream workforce.

The WAM Programme gives graduates with a disability the opportunity to gain work experience. Mentoring is fundamental to the WAM approach and key to its success.

An Garda Síochána has to date facilitated eight graduates on this programme and will continue to be involved with the programme in the future as it has proved to be worthwhile and beneficial to all concerned.

#### Job Shadow Initiative Day

The Irish Association of Supported Employment believes that everyone should experience the dignity and purpose of a job. The Job Shadow Day is a nationwide initiative that brings people with disabilities and local employers together to highlight the valuable contribution people with disabilities can and do make at work. An Garda Síochána has been involved with this initiative for the past nine years.

Over 30 Garda locations around the country were involved in the initiative in 2017. All participants were made very welcome in all stations/offices and were given an excellent insight into the daily work carried out within An Garda Síochána.

#### Competitions

The total number of competitions opened during 2017 was 186. When competitions carried over from previous years are included, the total number of competitions dealt with by Competitions Office in 2017 was 260. More than 4,300 applications were received across national, regional, Divisional and district competitions with 475 applications deemed successful.

In 2017, the promotion competitions for the ranks of Sergeant and Inspector were advertised and are ongoing. Applications were received from 1,508 members of Garda rank and 462 applications were received from members of Sergeant rank.

#### Employee Assistance Service

The Employee Assistance Service received 358 calls during the year and 1,354 counselling sessions were conducted.

In November 2017, a competition was launched for seven extra Employee Assistance officers in An Garda Síochána. These new members of staff will bring the unit to a total of 16. The extra staff will allow for increased involvement of Employee Assistance officers in their respective regions and in the delivery of proactive and responsive health and wellbeing programmes through the organisation.

The Employee Assistance Service is also involved in the establishment of An Garda Síochána's Mental Health & Wellbeing Initiative 2016-2018.

#### Garda Reserve

The Garda Reserve is made up of voluntary unpaid members drawn from the community to assist the existing service. Garda Reserves come from many different and diverse backgrounds. Several different nationalities are represented within the Reserve including people who are Iranian, Polish, Nigerian, Italian, Lithuanian, Albanian, Indian and Chinese.

A recruitment campaign to join the Garda Reserve took place in March-April 2017 and there were over 2,000 applicants. This recruitment process continued into 2018.

In 2017, the Garda Reserve was represented at careers fairs, the Bloom Festival and the National Ploughing Championship.

#### Overseas Office

The Overseas Office is responsible for the deployment of serving members of An Garda Síochána on secondment to the United Nations, European Union and OSCE (Organisation for Security and Co-Operation in Europe) on peace-keeping duty overseas, in co-ordination with the Departments of Justice & Equality and Foreign Affairs & Trade.

Members are selected for such duties and appropriate training is provided for the selected members prior to deployment. An Garda Síochána has 20 personnel deployed on overseas duty.

## Cross-Organisation Services - continued

### UN Peacekeeping mission in Cyprus

An Garda Síochána has 12 Garda personnel deployed to the UNFICYP mission in Cyprus. They have used their excellent communication skills to earn the respect and trust of both communities on the Island of Cyprus. The Gardaí continue to make a very valuable contribution to the ongoing peace process in Cyprus.

### EULEX mission in Kosovo

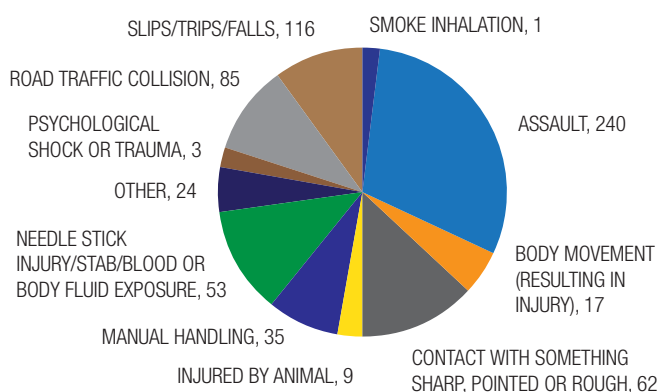
An Garda Síochána has eight personnel deployed to the EULEX mission in Kosovo. They are assigned to Organized Crime Investigation Unit (OCIU), the European Union Office of Criminal Intelligence (EUOCI) and the War Crimes Investigation Unit (WCIU). The personnel have demonstrated excellent investigation skills, professionalism, dedication and commitment, and are highly regarded by the senior leadership in the EULEX mission.

### Health & Safety

#### Occupational Injuries

In 2017, 645 personnel suffered an occupational injury, this was a 7% reduction on the previous year.

Occupational Injuries 2017



Training facilitated by Garda Health and Safety Unit:

- 269 Safety Representatives trained
- 84 Fire Wardens trained
- 330 personnel trained in manual handling

The Garda Health and Safety Unit reviewed the Safety Statement template and made it more user friendly and interactive.

### Equality Diversity & Inclusion

The focus of the Equality, Diversity & Inclusion Office is to promote equality and eliminate discrimination in the Garda workplace. The office liaises with other state agencies and NGO's developing best practice in these areas.

During 2017, history was made when a number of Garda members supported by the Equality, Diversity and Inclusion Office marched in the Belfast Pride Parade. This was the first time members of An Garda Síochána marched in uniform in Northern Ireland alongside their PSNI colleagues. It also paved the way for future co-operation between An Garda Síochána and the PSNI in terms of equality, diversity and inclusion.

### Employee Relations

Arising from the industrial action of late 2016 and subsequent Labour Court recommendations, the Government gave a commitment to allow An Garda Síochána access to the industrial relations mechanisms of the State. To facilitate same, a working group has been established, chaired by Mr. John Murphy, retired Secretary General, and comprising of officials from the Departments of Justice and Equality, Public Expenditure and Reform, Business, Enterprise and Innovation and Garda management.

The working group are examining the issue over two phases.

Phase one examined and provided recommendations with regard to:

1. Regarding access to the WRC and the Labour Court.
2. Trade Union Status of the Associations.
3. Industrial Action.
4. Pay determination.

This report was presented to and accepted by the Government in September, 2017.

The Working Group is now progressing on phase two of the process and in consultation with the Garda Associations are examining matters pertaining to Internal Dispute Resolution.

## Cross-Organisation Services - continued

### Probationer Monitoring

In January 2017, the Probationer Monitoring Office was re-established. The role and function of the Office includes:

- Monitoring of all Probationer Gardaí
- Preparation of files for the Commissioner
- Granting Permission to conduct Discipline Investigations
- Monitoring extensions of probationary period

From 2015 to 2017, a total of 1,557 Probationer Gardaí were attested and allocated.

### Resource Allocation



**592** Transfer applications were processed.

**1,301** Transfers Completed.

**880** Probationer Garda allocated.

### Personnel Exchanges between An Garda Síochána and the Police Service of Northern Ireland

In 2017, An Garda Síochána transferred eight personnel to PSNI, and PSNI exchanged eight personnel to An Garda Síochána as part of a long-standing programme to enhance co-operation between the two organisations. To date, 112 members of An Garda Síochána and 105 members of the Police Service of Northern Ireland have participated in the exchange programme since its introduction in 2005.

### Secondments

In December 2015, 20 members of An Garda Síochána at Garda rank were seconded to the Department of Social Protection. Co-operation between An Garda Síochána and Department of Social Protection staff leads to an increase in the detection and prosecutions of social welfare fraud leading to increased exchequer savings for the State.

There are currently 16 members of An Garda Síochána on secondment.

There are currently five members of An Garda Síochána on Secondment to the Garda Síochána Ombudsman Commission.

### Garda College

#### Garda Recruitment/BA in Applied Policing

2017 saw an increase from the previous year in the number of Trainee/Probationer Gardaí in training:

- 811 Trainee Gardaí commenced Phase I of their training in 2017.
- The 506 Trainee Gardaí who commenced Phase I of their training in 2016 continued on into 2017.
- 883 Gardaí were attested during 2017.
- 883 Probationer Gardaí commenced Phase II of their training in 2017.
- 444 Probationer Gardaí commenced Phase III of their training in 2017.
- 180 Probationer Gardaí were conferred with the BA in Applied Policing in 2017.

Programme	Participants	Training Hours
BA in Applied Policing	1,572	2.18 Million Hours
Continuous Professional Development	12,220	154,000+ Hours
Promotion Development Training Programmes	601	22,000+ Hours
Total Training Hours		2.36 Million Hours
Trainee Gardaí attested in 2017	883	
Trainee Gardaí conferred with a BA in Applied Policing in 2017	180	



## Cross-Organisation Services - continued

### Ongoing training for Garda staff:

The Garda College was involved with training associated with An Garda Síochána's Modernisation and Renewal Programme:

- Code of Ethics
- Performance Accountability Learning Framework (PALF)
- Enterprise Content Management
- Property Exhibits and Management System (PEMS) 2
- Computer Aided Dispatch (CAD)
- Strategic Approach to Offender Recidivism (SAOR)
- Joint Agency Response to Crime (J-ARC)

The Garda College also provided additional training courses during 2017, including;

- Firearms Training.
- Driver Training.
- Forensic Photography.
- Risk Matrix 2000.
- Stable and Acute (Practitioners Course).
- Juvenile Liaison Course.
- Development Programmes for Sergeants, Inspectors, Superintendent, Chief Superintendents, Executive Officers, Higher Executive Officers, Assistant Principals and Principal Officers.
- Crime Scene Investigator.
- UN Pre Deployment Training.
- Method of Entry.
- Search Course Operators.
- Custody Management.
- ASP Baton, Pepper Spray and Handcuff Training

### Courses involving European counterparts

A CEPOL Language development course took place in the Garda College in June, 2017. The group consisted of 25 law enforcement personnel from various European countries.

The purpose of this course is to improve participants' language skills in English, whilst learning about Ireland's police system and comparing and contrasting this system with their own police systems. Participants also increase their knowledge of European police co-operation within the European context. The course is aimed at law enforcement personnel from EU member states and the accession countries, who are, or who will be, involved in cross border work or international police co-operation in either operational or educational arenas.

During the course the participants observed a number of Garda operations including the Roads Security Super Checkpoint and the Community Policing Engagement Mobile in Thomastown, Kilkenny. They also attended the Criminal Courts of Justice in Dublin. This gave the course participants a greater understanding of our policing systems and how we interact with the public.



### Cross-Organisation Services - continued

#### Co-operation from external agencies

2017 saw the continued delivery of various training programmes that benefited from input from external agencies and institutions. Sample of co-operation from external agencies is outlined in the picture below.



## Cross-Organisation Services - continued

### Exchange Programme - Norwegian Police University College & the Garda College

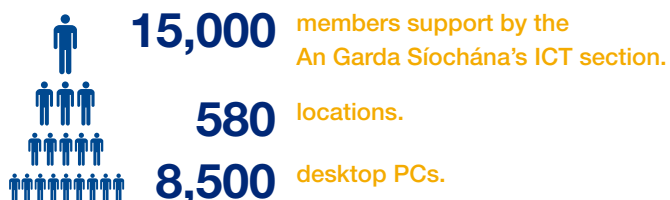
In 2017 the success of the Exchange Programme between the Norwegian Police University College (NPUC) and the Garda College continued.

In February 2017, five Probationer Gardaí went to Oslo on the Exchange Programme for one week on the NPUC International Week. This is an exchange Programme with the NPUC where a number of European Police Colleges participate giving the Probationer Gardaí great international overview and insight into various police services from Norway, Germany and Denmark.

Probationer Gardaí who visited the NPUC in 2016/2017 presented their findings and gave feedback to Garda management at the Garda College and the Strategic Transformation Office by making a number of comparisons with the Modernisation and Renewal Programme and offered recommendations based on their international experience.

In February/March 2017, the Garda College welcomed five Norwegian Police Students who participated in the Foundation Training and Development Programme.

### Information and Communications Technology (ICT)



In 2017, the Garda ICT section successfully delivered 68 major releases to the live environment. These included a number of initiatives as part of the Modernisation & Renewal Programme (MRP) 2016 - 2021 to support and enhance the operational and administrative efficiency of the organisation. These initiatives are detailed in the Strategic Transformation Office section.

These included:

- Enterprise Content Management System
- Property & Exhibit Management System
- GoAML
- Enterprise Mobile Management
- Interpol FIND
- GNIB European Union Residential Permit cards
- PRUM
- Schengen Information System
- Rosters & Duty Management System
- Investigations Management System

#### 2017 Service Desk Statistics



#### 2017 Live Operations Statistics





### Cross-Organisation Services - continued

#### New Technology Enhancements

The ICT section have delivered new technologies, new features and security enhancements in 2017. Some key new technology enhancements include:

##### Speed Cameras

The first average speed cameras used for enforcement in Ireland went live on 1st July 2017 to enforce the 80km/h limit in the Dublin Port Tunnel. Transport Infrastructure Ireland (TII) installed the detection cameras/equipment and changes were implemented in the Garda FCPS system to allow Fixed Charge Notices to be issued to detected offenders in the same way as GoSafe camera van detections are processed.

##### VMware - Virtual Server Infrastructure Upgrade

An upgrade to the virtual backend infrastructure that hosts various applications and services was completed. The upgrade included the retirement of legacy hardware and the upgrade and optimisation of the management software, which resulted in enhanced performance, security and redundancy.

#### System Centre Configuration Manager

System Centre Configuration Manager is a system management software that enables IT to remotely administer software deployment, settings management and assets management, resulting in cost reduction and user experience improvements.

#### Monthly Patching Strategy

A new Patching Strategy to deploy critical security updates on a monthly basis rather than quarterly was implemented by ICT. This was targeted to eliminate known security vulnerabilities and help to protect the organisation from the risk of externally-delivered exploits such as malware and ransomware.

#### Printing Pilot

In 2017, the ICT section commenced a printing pilot in the new Wexford station, which aims to deliver a fully connected printing platform that introduces a higher level of security without compromising user experience. This goal was achieved by utilising a card that provides unique access to all printers within a station. The benefit for the user is that they can pick up their document from any printer knowing that no other person has had access to the document.

#### SAN & Blade Infrastructure Refresh

The Storage Area Network (SAN), which is used to store and handle a large proportion of the organisations data, received an upgrade and expansion in 2017.



*ICT and Vetting sections winning an Ireland eGovernment Award for developing the e-Vetting Application.*

## Cross-Organisation Services - continued

### National and European Support

ICT provide support, maintenance and hardware provisioning to a number of sections within An Garda Síochána that align with various National and European services, including:

#### Rural Network Connectivity

The ICT and Telecommunications section continue to upgrade non-networked stations to enable connectivity to Garda information systems such as PULSE.

#### Command and Control

The setup and full testing of the Command & Control backup site was completed. ICT also supported a variety of special events throughout the year.

#### Garda National Protective Services Bureau (GNPSB)

ICT provided PCs and Laptops provided for the setup of the GNPSB locations.

#### Casualty Bureau

ICT completed an application review and hardware refresh for the Casualty Bureau.

#### Regional Support Units (RSU)

ICT continued to assist in the setup of the RSU's.

#### Specialised Sections

Garda ICT provided support to sections that provide European services including Europol and Interpol throughout 2017. The support included provisioning of new hardware to support the European Liaison Officers units.

#### Garda National Technical Bureau (GNTB)

In 2017, the GNTB provided scientific support and technical expertise (Call Out Teams) at 57 murders/suspicious deaths. This is an increase of over 39% on the previous year.

### Ballistics Section

In 2017, in excess of 700 cases were received at the Ballistics Section for examination. This represents a 10% increase in case intake for 2016. The section played a key role in investigating recent criminality related to high profile gangland feuding. This included homicides and substantial firearms and ammunition seizures.

Members of the Ballistics Section participated in, and delivered training to, a wide variety of organisations, both nationally and internationally, promoting the expertise in Garda National Technical Bureau. This included conferences on firearms, weapons and explosives, and disaster victim identification.

The Ballistics Section had a significant input throughout 2017 providing training to various courses hosted by Crime Management Training at the Garda College.

There was ongoing engagement with partner agencies in neighbouring jurisdictions regarding technical intelligence pertaining to firearms and explosives.

#### Firearms Seized 2017

	Yearly Totals
Gun Types	2017
Pistols	56
Revolvers	31
LMG	1
SMG	9
Assault Rifle	3
B/F Pistol	14
Imit. Pistol	7
Imit. Revolver	11
Rifle	18
Shotgun	42
Sawn off Shotguns	17
Air Rifle	42
Air Pistol	164
Muskets	3
Stunguns	71
Crossbows	19
CS Gas	
Silencers	9
<b>Total(s)</b>	<b>517</b>



## Cross-Organisation Services - continued

### Photography Section

In 2017, the Photography Section received a new issue of camera equipment resulting in the Section being equipped with some of the most up-to-date cameras available.

Also in 2017, a business case was approved to update the camera equipment on issue to the Divisional Scenes of Crime Units nationwide. It is proposed that three complete camera kits will be issued to each of the 28 Divisional Units. This will fully modernise the photographic capabilities of Scenes of Crime Units nationally.

The Forensic Photography course run in the Garda College continued to be held twice a year and has now been extended to include pre-course project work as well as additional surveillance and post-mortem related exercises.

### Documents and Handwriting Section

The Document and Handwriting Section received 866 cases for examination in 2017. Members of the Document Section provided training for the Border Management Unit, which is replacing the Garda National Immigration Unit at Dublin Airport, in addition to providing training for staff from the Department of Foreign Affairs, the Military Police, and internal Garda training.

### Mapping Section

Due to advances in modern technology such as CCTV, GPS tracking and mobile phone evidence investigations are getting more and more complex. As a result, the Mapping Section has experienced an increase in the volume of work required in preparing mapping exhibits for court.

In addition to preparing maps for evidential purposes, the Section also provides the following services:

- Preparation of Sub-district, District and Divisional Maps.
- Re-alignment of boundaries when requested.
- Managing the digital maps on the portal.
- Preparation of Community Policing Maps.
- Provision of maps and apps for Special Events e.g. concerts, sporting events etc.

### Fingerprint Section



**6,498** scene of crime case files completed.

**1,386** crime scene identifications made.

**21%** hit rate.

The 1,386 crime scene identifications made during the year were made on an array of casework ranging in severity from crimes of handling stolen property to homicide. Identifications made in homicide and other suspicious death cases were made by fingerprint experts who themselves examined these crime scenes while operating as part of multi-disciplined Garda National Technical Bureau Crime Scene Teams.

During 2017, the Garda Fingerprint Section continued to provide an expert ten-print comparison and identification service both to An Garda Síochána and other government agencies such as the INIS and the IPO. Over 12,000 sets of prints were received from An Garda Síochána and in excess of 35,000 such sets of fingerprints were received from non-Garda Government agencies and processed by the section during 2017.

Following on from the successful accreditation to the international laboratory standard ISO 17025 in 2015, the Garda Fingerprint Section has been successful again in 2017 in retaining this accreditation. As part of this accreditation the section is involved in many collaborations with counterparts in the UK and other EU countries.

The Garda Fingerprint Section is also an associate member of and contributor to the European Network of Forensic Science Institutes (ENFSI) Fingerprint Working Group, participating in its annual meeting again in 2017 and completing its collaborative exercises. This participation enables the Garda Fingerprint section keep up-to-date with international best practice in all areas of fingerprinting and assist other countries by sharing the vast and varied experience of the members of the Garda Fingerprint Section.

## Cross-Organisation Services - continued

### National Forensic Co-ordination Office

#### National DNA Database System

The taking of DNA samples from suspects and convicted offenders and populating the National DNA Database System continued to be a significant success.



**29,000+** Sample Reference Numbers generated since 2015.

These unique reference numbers are generated for each DNA sample in order to track their lifecycle and ensure all relevant destruction or retention requirements are met.

The DNA Database System is a vital intelligence source which continues to identify suspects and connect crime scene stains nationwide.



**1,000** hits/matches from the DNA Database reported by the Forensic Science Ireland.

The DNA Database System has also assisted in the identification of 10 missing persons and one unknown deceased person whose body was found in 2007.

### Legal Services

Civilian and Garda members within Legal Services gained qualifications in a number of areas during the year including corporate governance, mediation, law, and employment law.

In terms of legal actions, 257 files were opened in 2017. Examples of actions defended include:

- Successful in having the Court of Appeal re-examine its earlier judgment regarding important and significant civil proceedings involving the State. The Court of Appeal has now struck out the appeal in its entirety.
- Several related Judicial Reviews and Plenary cases surrounding various matters pertaining to An Garda Síochána (Discipline) Regulations 2007.

### Corporate Legal Affairs

There were 300 files opened in 2017 in this area. These included:

- Represented the interests of the Garda Commissioner in claims made under employment law legislation to include the Payment of Wages Acts 1991, the Employment Equality Acts, and the Industrial Relations Act.
- Advised the Garda Commissioner and senior Garda management relating to a diverse range of issues to include matters relating to corporate governance.
- Advised Garda Management on legal issues arising on projects being rolled out under the MRP to include PEMS, MIMS, and ECM. Provided advices on general and discreet issues arising relating to GDPR.

## Cross-Organisation Services - continued

### Garda National Vetting Bureau (NVB)

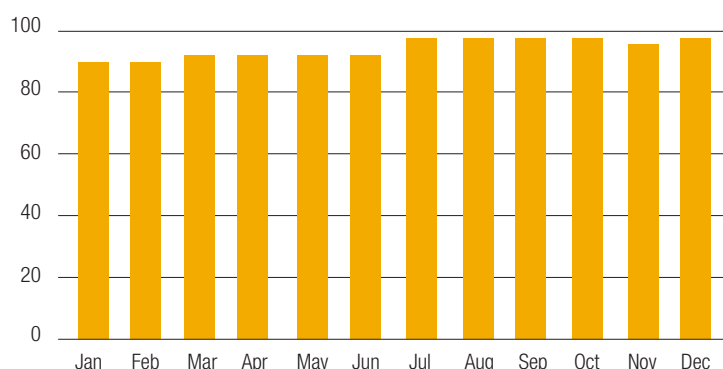
In 2017, the NVB processed 497,045 vetting applications with an average processing time of four working days across the year. This was an increase of 28% on applications received in 2016.

During the year, the NVB managed the successful transition of vetting services from a paper based model to an online model in line with the Government policy of engagement with e-governance and online communication.

In 2017, 98% of all applications received were through eVetting, surpassing the stated objective of 95% over the year.

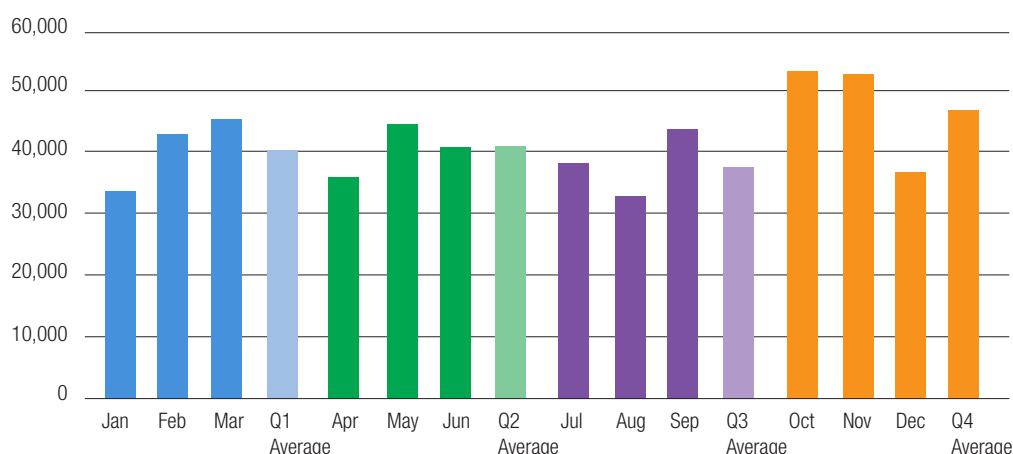
The eVetting system has enabled registered organisations to electronically submit, check and securely retrieve vetting disclosures. It has also enabled individuals who are undergoing vetting to complete, submit and track the status of their personal vetting request. The eVetting system has simplified the process for both registered organisations and the public, while at the same time streamlining the process and increasing efficiency in the vetting process.

**Fig 1. % Applications received - Electronic V Paper**



The transition to eVetting has increased the capacity of the NVB, as is illustrated at Fig 2.

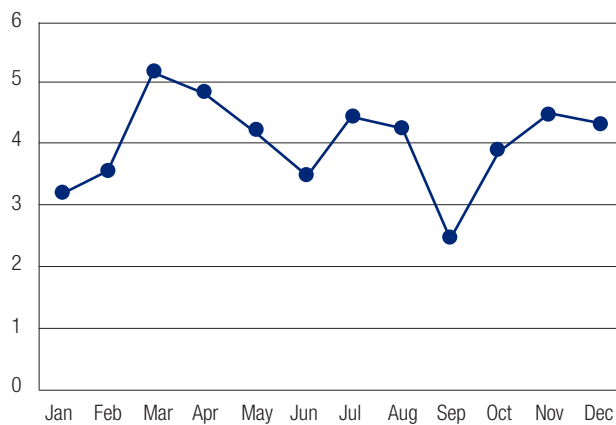
**Fig 2. 2017 - Applications Received and Quarterly Averages**



## Cross-Organisation Services - continued

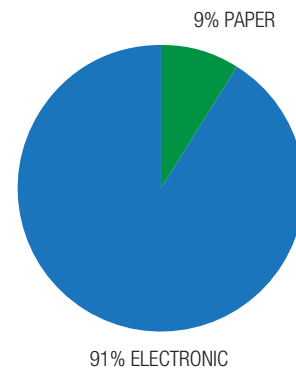
This increased capacity has been achieved while maintaining the turnaround time at under 5 working days as is illustrated by the graph at Fig 3. One of the main performance drivers in the NVB is to ensure that the processing time for vetting is under 5 working days, in order to ensure that the new statutory obligation to receive a vetting disclosure prior to permitting any person to undertake relevant work or activities on behalf of an organisation was not exacerbated by vetting processing times. Fig 3 below illustrates the average vetting processing times for e-applications across 2017.

Fig 3



The second objective of the NVB was to have over 90% of all registered organisations transitioned to eVetting by the end of 2017. This objective was also achieved as is illustrated in Fig 4 below.

Fig 4



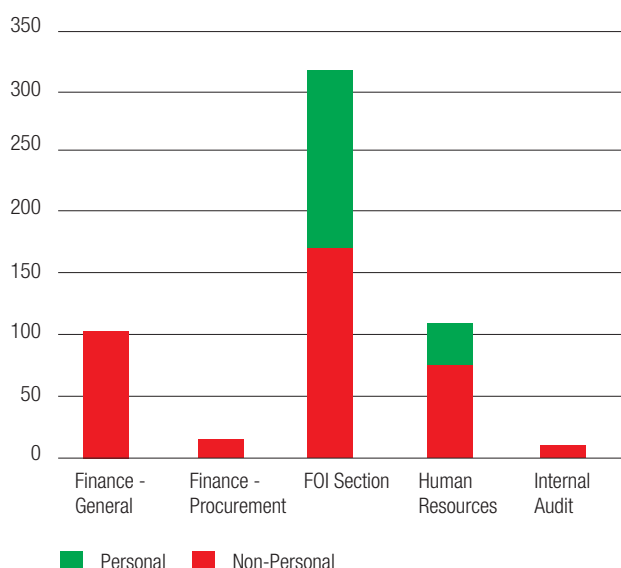
## Cross-Organisation Services - continued

### Freedom of Information (FOI) Office

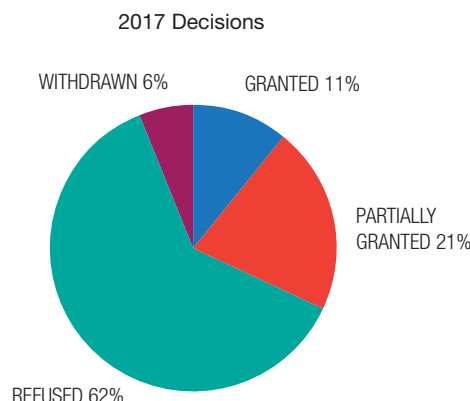
An Garda Síochána became subject to the Freedom of Information Act 2014 (FOI Act) in October 2015. Members of the public are entitled access to administrative records relating to Human Resources, Finance and Procurement, subject to exclusions and limitations contained in the FOI Act.

In 2017, the FOI Office received 542 requests, incorporating a total of 1,007 questions. The majority of these requests were submitted by journalists (218) and members of the public (198). The remaining requests were submitted by clients/employees (44), academics (33), solicitors (30), others/representative groups (8), members of the Oireachtas (6), business/interest groups (4), and public representatives (1).

The distribution of these requests over the areas of Human Resources, Finance (General and Procurement) and Internal Audit is displayed in the chart below. The FOI section also manages requests for assistance which fall outside the scope of these areas or where the information is already available from other sources (e.g. the Garda Website & Publications). In 2017, there were 316 requests for assistance received and categorised as non-eligible FOI requests.



540 requests received by the FOI Office in 2017 were acknowledged within the specified 10 working day limit. Nine requests from 2017 are due for response in 2018. The FOI Office issued 548 decisions in 2017 (533 requests received in 2017 and 15 carried forward from 2016). Of these, 96% were issued within the required period.



Decisions to release or withhold information are made based on the exemptions provided for in the Act. The decisions above are classified as follows:

- **Granted** - The request was granted in full.
- **Partially Granted** - The elements of the request which fell within the scope of the FOI Act insofar as it pertains to An Garda Síochána were provided.
- **Refused** - The entire request was refused. It should be noted that these figures include requests made seeking records outside of Human Resources, Finance or Procurement i.e. outside the scope of the FOI Act insofar as An Garda Síochána is concerned.
- **Withdrawn** - The request was withdrawn following agreement with the requestor.
- **Withdrawn and handle outside FOI** - The request was withdrawn by the requester as the information was available from other sources or provided administratively.



## Cross-Organisation Services - continued

### Promoting the Irish Language

An Garda Síochána is committed to improving services through Irish for members of the public, offering language choice where possible, and ensuring compliance with our legislative requirements under the Official Languages Act 2003.

#### Recruitment

An Garda Síochána's recruitment policy was altered in 2013 to include an Irish language stream. The stream ensures that 10% of available positions are set aside for candidates who are fluent in the language and who meet all other requirements.

#### Training And Awareness

Irish language training is compulsory for all Garda recruits with presentations provided on aspects such as language awareness and rights.

A Gaeltacht Programme has been in operation since 2011 and offers personnel the chance to participate in Irish language courses, specifically designed for the organisation, in Gaeltachtaí around the country. Three courses were run in 2017 in Gaoth Dobhair, Oileán Chléire, and An Rinn.

In the last year, An Garda Síochána trained a number of personnel to act as spokespersons to deal with media queries in Irish.

All staff have been made aware of the organisation's legislative requirements and of the requirement to respect language choice when dealing with a member of the public.

The organisation has also been involved with Oireachtas na Gaeilge for the past number of years in an effort to engage with the Irish speaking community. An Garda Síochána was present again at the festival in 2017 with Irish speaking members available to speak with the public.

### Communications

During 2017, the Office of Corporate Communications implemented a number of campaigns, press events and media briefings to provide the public with crime prevention and public safety advice, appeal for information to aid investigations, and highlight great work by the organisation.

Working with Community Engagement and the Garda Síochána Analysis Service, a number of public awareness campaigns were delivered during the year. This included the Lock Up and Light Up campaign as part of Operation Thor to provide anti-burglary advice, and a campaign targeting people 18 to 39 years to be more mindful of their personal safety and their property when out socialising.

The promotion of successful work under Operation Thor continued and according to independent analysis coverage of this between November and December had a reach of 46.4m people across print, broadcast and digital media with 83% of it being positive and just 1% negative.

To provide public re-assurance a number of briefings were held during the year in relation to national security and also anti-gangland activity. In addition, media were invited to a major emergency exercise held in Dublin to demonstrate our capacity and capability in dealing with a terrorist incident.

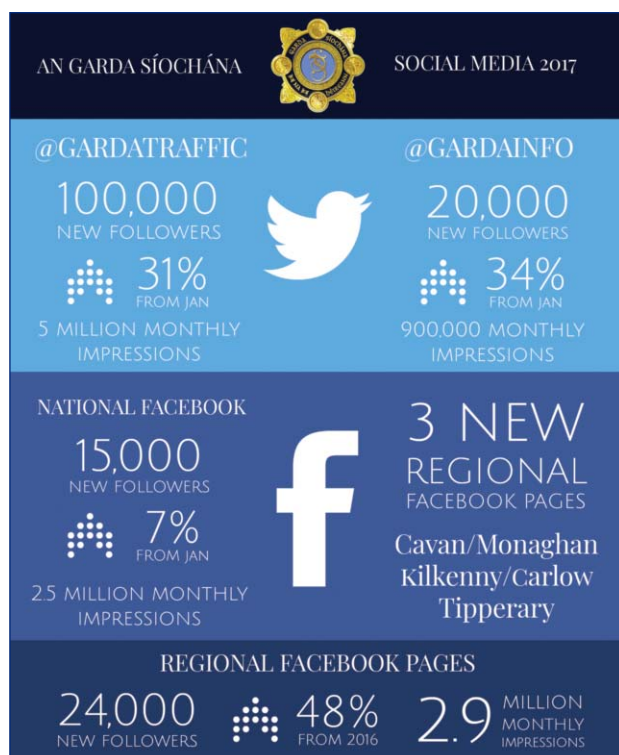
A wide variety of media briefings were held during the year on areas such as new organisational initiatives, investigations, property recovery, and missing persons.

A significant media training programme for Garda members and staff at all ranks and grades was undertaken to provide more Garda spokespeople to the media on a range of areas.

An Garda Síochána's following across all social media platforms, which is the largest in the public sector, grew to 765,000 by the end of December, an increase of 28% since January. New Facebook pages added during the year included Garda Síochána Kilkenny/Carlow, Cavan/Monaghan Garda Division and Garda Síochána Tipperary.

### Cross-Organisation Services - continued

In addition, a number of new initiatives were undertaken during the year to promote road safety. This included a Facebook live broadcast from a checkpoint on the M50, which was viewed by over 100,000 people, and a video for the introduction of the Luas Cross-City that showed a number of near misses during a training run by a Luas. This was viewed nearly 50,000 times and received coverage in online news sites.



## Cross-Organisation Services - continued

### Key Performance Indicators

YEAR END TARGET	PROGRESS MADE
<b>14</b> Provision of information on the criminal justice system, victim support services and advices on personal safety through the new Garda website.	This target was not achieved. The launch of the new Garda website was delayed, however all information on victim support services and advices on personal safety, was prepared. The new website was launched in Q1 2018, completing the initiative.
<b>15</b> The deployment of Computer Aided Dispatch (CAD) nationally by Q4.	<p>This target was partially achieved.</p> <p>The CAD initiative was re-scoped within the Modernisation and Renewal Programme. Significant progress was made but full CAD deployment was not realised by year end. Following re-scoping, two projects CAD1 and CAD2, were introduced during the course of the year as follows:</p> <p>CAD Part 1 - All calls from the public to An Garda Síochána are accurately tracked, managed and supported by a Control Room model. CAD 1 successfully went live in the Kerry Division in September, 2017. An electronic Form RC1 was also deployed nationally. Its purpose is to improve the processes and standardisation of calls for dispatch services in advance of the deployment of the CAD 2 system nationally.</p> <p>The electronic Form RC1 enables calls for dispatch services to be logged and updated, ensuring call management processes are standardised and can be reported on prior to the full roll out of the Control Room Strategy enablers.</p> <p>CAD2 involves the development of a new Computer Aided Dispatch system which will adequately meet the needs and requirements of a modern incident response system to track, manage and dispatch both emergency and non-emergency calls for service. This project was commenced and progressed. The procurement process commenced and Request for Tender (RTF) requirements for an IT system were finalised by the internal Control Room Working Group in December, 2017. This initiative will continue to be progressed through the 2018 Policing Plan.</p>
<b>16a</b> Each incident requiring investigation having an investigating officer and supervisor assigned to it (non-sex offences).	This target was achieved. Each non-sexual incident requiring investigation should have an investigating officer and supervisor assigned to it. Proportion missing either or both roles (year-on-year change) increased by 0.11%. This is a year-end average of 0.31% (threshold 0%).
<b>16b</b> Each incident requiring investigation having an investigating officer and supervisor assigned to it (sex offences).	This target was achieved. Each sexual incident requiring investigation should have an investigating officer and supervisor assigned to it. Proportion missing either or both roles year-on-year change an increase of 0.03%. This is a year-end average of 0.27% (threshold 0%).

## Cross-Organisation Services - continued

## Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>19</b> Deployment of a new evidence based framework by Q4 2017.	This target was not achieved. Key contributing factors were resource constraints as well as missing analytical capabilities in the ICT systems. This initiative will be addressed in the Policing Plan 2018.
<b>35</b> Completing the first phase of PALF under the Modernisation and Renewal Programme by Q4 2017.	<p>This target was achieved. The Performance Accountability and Learning Framework (PALF) is an initiative within the Modernisation and Renewal Programme. It includes the deployment of a performance management framework and IT system to provide direction, feedback and developmental support for members.</p> <p>A PALF Directive, Policy, Guidelines and Brief Guide to PALF issued internally in June, 2017. Training commenced in 11 training centres cross the organisation in October, 2017. At year-end, 1,400 members were trained including all managers from Superintendent rank and above. This initiative will continue to be addressed in Policing Plan 2018 with the completion of training and all sworn members completing their first Annual Individual Review on the PALF system.</p>
<b>36</b> Maintaining online engagement ahead of industry standards (via the Garda website).	<p>This target was not achieved. A new website design was completed during the year but an IT security issue delayed its introduction and resulted in the target launch date being missed.</p> <p>The new website was successfully introduced in Q1 2018.</p>
<b>37</b> Maintaining online engagement ahead of industry standards (via the social media).	<p>This target was achieved. Divisional Facebook pages went live in Tipperary, Cavan/Monaghan and Kilkenny.</p> <p>Work continued with Dublin Metropolitan Area personnel in advance of the introduction of a Dublin Facebook page.</p> <p>Specific online engagement measures included:</p> <ul style="list-style-type: none"> <li>• 370,000 Garda Traffic Twitter followers (+31% since Jan, 2017)</li> <li>• 162,000 followers of the Garda Facebook page (+7% since Jan, 2017)</li> <li>• Total social media audience of 765,000 (+28% since Jan, 2017).</li> </ul>
<b>45</b> 6 Garda stations re-opened by end of Q4 2017.	<p>This target was not achieved.</p> <p>The Programme for Government commits to the re-opening of six Garda Stations. An Garda Síochána has advised the Office of Public Works (OPW) of six Garda Stations that it recommends for re-opening and requested it to undertake technical surveys to determine the works required to enable them to reopen; and to provide costings in order to facilitate same.</p>

## Cross-Organisation Services - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>46-47</b> Establishing baseline data and publishing the Cultural Audit by the end of Q3 to measure staff willingness to bring forward issues or concerns, including Protected Disclosures.	<p>This target was partially achieved.</p> <p>The following progress was made during 2017. The 'Play Your Part' Cultural Audit Online Survey was launched in October and remained open until November, 2017. The survey included five questions relating to the willingness of personnel to speak up regarding wrongdoing. As agreed with the Policing Authority, the report was presented in private session in December, 2017. Focus groups will commence in January, 2018 and will be complete in February, 2018. A final report will be published in Q2 2018.</p>
<b>48a</b> Developing and implementing an ongoing internal communications plan to inform and educate Gardaí, Garda Reserve and civilian members in relation to ethical matters by the end of Q1 2017.	<p>This target was partially achieved.</p> <p>Ethics experts (selected as part of a tender process) consulted with the Garda College in preparation for embedding the Code of Ethics in all programmes and the training of instructors nationally.</p>
<b>48b</b> Code of Ethics incorporated into training programmes, from student training onwards, in the Garda College by end of Q2 2017.	<p>This target was partially achieved.</p> <p>The year-end target was not fully realised in Q2, however, significant progress was made. The first meeting of the Ethics Working Group took place in February. The Code of Ethics was published on the Garda Síochána Portal which is accessible to all staff in the organisation in June, 2017 with a personal message from the Commissioner. In August, correspondence issued to all organisational management (Inspector/HEO and above) providing a printed version of the Code, a publication on ethical leadership and a copy of a Code of Ethics awareness briefing presentation for delivery to all members and staff in the organisation. Delivery of Code of Ethics booklets to all Regions, Divisions and Sections was completed in October 2017. An 'Integrity at Work' pledge and membership agreement with Transparency International Ireland were signed by the Acting Commissioner, Deputy Commissioner, Policing and Security and CAO in October, 2017.</p> <p>The Code is now included in the training programme for all new recruits, promotion training programmes and through continuous professional development courses. Presentations on the Code are provided at Senior Management Development Programmes for newly promoted Chief Superintendents, Superintendents, Principle Officers and Assistant Principle Officers.</p> <p>At attestation, Student Gardaí sign an acknowledgement to the effect that they have read and understood the Code of Ethics and make a commitment to adhere to its standards. Printed Code of Ethics booklets were distributed to all students and staff at the Garda College.</p>



## Cross-Organisation Services - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>49</b> Deploying a new governance structure organisation-wide by end of Q1 2017.</p>	<p>This target was partially achieved.</p> <p>A transfer of policy related responsibilities under the draft Policy Framework to the Policy &amp; Governance Co-Ordination Unit (PGCU), from the Policy and Planning Unit (PPU) was completed. The Policy Framework is an initiative within the Modernisation and Renewal Programme. The purpose of this initiative is to implement a revised policy framework and complete a policy audit for the organisation to ensure alignment with the transformation programme. This initiative will be progressed through the Policing Plan 2018.</p> <p>The Risk &amp; Policy Governance Board met seven times in 2017. The 12 risks on the Corporate Risk Register were discussed in detail. A 'Revised Approach to Risk Management' in An Garda Síochána was implemented in March 2017.</p> <p>The Garda Risk Management Unit (GRMU) held face-to-face meetings with Corporate Risk Owners and their nominated support staff to ensure that corporate risks were being effectively managed and that robust risk action plans were developed. In June, 2017, the first governance stakeholders (Strategic Transformation Office, Garda Professional Standards Unit, Strategic Planning, Garda Internal Audit Section and Garda Risk Management Unit) meeting was held with a view to establishing a formal process to share information relevant to each section. Meeting of this group were held in October, November and December, 2017.</p> <p>A user-friendly District Policing Plan template was drafted and issued. It aims to provide guidance and support to district managers and their staff in formulating local plans. The template has been structured to support the requirements of the PAF framework and the revised approach to Risk Management. It is also designed to better support goal-setting under the PALF framework.</p>

## Cross-Organisation Services - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>49</b> Deploying a new governance structure organisation-wide by end of Q1 2017. - <i>continued</i></p>	<p>Development of a national Strategic Planning Framework for An Garda Síochána was commenced. This initiative is designed to provide clear instruction on:</p> <ul style="list-style-type: none"> <li>• Development, implementation, monitoring and review of Strategy Statements and Annual National Policing Plans in compliance with Section 21 and 22 of the Garda Síochána Act, 2005 as amended.</li> <li>• Reporting on organisational performance in respect of each Strategy Statement and Annual National Policing Plan to the Senior Leadership Team (SLT) of An Garda Síochána and to the Policing Authority (PA).</li> <li>• Development, implementation, monitoring and review of District, Divisional and Regional Policing Plans.</li> <li>• Development, implementation, monitoring and review of Sectional, Bureau and Directorate Business Plans.</li> <li>• Produce 3-Year Reviews and Annual Reports in compliance with Sections 23 and 46 of the Garda Síochána Act, 2005 as amended, respectively</li> </ul> <p>Initiatives aimed at improving the effectiveness of organisation-wide governance will continue to be addressed in the Policing Plan 2018.</p>
<p><b>50</b> Fully implementing a new approach to Risk Management by end of Q1 2017.</p>	<p>This target was achieved. Risk Management is an initiative within the Modernisation and Renewal Programme. The purpose of this initiative is to improve the risk management approach for the organisation, resulting in clearer and swifter decision making relating to risks.</p> <p>In line with the implementation of the revised approach, in March, 2017 a Risk Management webpage went live on the Garda Portal, accompanied by supporting notices and directive. Risk Management Policy, Procedures and a 'Brief Guide to Risk Management' were also published, in addition to other guidance and support documents and templates. Training was completed in July, 2017. However, it should be noted that as sworn or civilian members are promoted to management grades, or new civilian managers are appointed these all require training in risk management. Similarly, where senior managers nominate new risk management support staff, these personnel need to be briefed. In other words, while training can be considered to be complete, there will continue to be a requirement for additional training and/or briefings on an ongoing basis.</p> <p>The Garda Risk Management Unit (GRMU) continues to provide ongoing advice, support and guidance to all key risk management stakeholders across An Garda Síochána (phone, email and face-to-face).</p> <p>During 2017, risk register development was supported by training, briefings, workshops and one-to-one sessions.</p> <p>Risk Management will continue to be addressed in the Policing Plan 2018.</p>

## Cross-Organisation Services - continued

## Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>51</b> Providing quarterly reports outlining implementation progress to relevant oversight agencies, including the Policing Authority.	<p>This target was achieved.</p> <p>Regular meetings were held with relevant oversight bodies. Progress updates were provided and any queries and/or requests were addressed.</p>
<b>52a</b> HR Strategy and Operating Model developed.	<p>This target was not achieved.</p> <p>This is a multi-year objective within the MRP. The purpose of this initiative is to create and implement a strategy for the modernisation of the HR&amp;PD section. The HR Strategy will be progressed in the Policing Plan 2018 with an expected completion date of end Q2 2017.</p> <p>Deloitte was selected as the preferred vendor following a tender process for the HR Operating Model. The Project commenced work from early December, 2017 with the external vendor working full time from January, 2018. The project team will be based in Athlumney house and will report to Director of HRPD. The time period for completion of the design project is 6 months (June 2018). Initial stakeholder consultations have commenced and the Associations/Representative Bodies/Trade Unions have been invited to make submissions. An Garda Síochána established a Steering Committee. Work has commenced on the development of the PID. The Operating Model has an expected completion date of Q2 2018.</p>
<b>52b</b> An assessment of attitudes through the Culture Audit. Baseline to be established in 2017 (re. Developing a HR Strategy and Operating Model).	<p>This target was not achieved.</p> <p>The Cultural Audit was not complete by year-end although considerable progress was made in this matter as reported above.</p>
<b>53a</b> 95% of all vetting applications to be processed on eVetting by Q4 2017.	<p>This target was achieved.</p> <p>This initiative was achieved with 99.46% of all vetting applications processed on eVetting by year-end.</p>
<b>53b</b> 80% of all eVetting applications will be completed within 5 working days.	<p>This initiative was achieved.</p> <p>Over 80% of all eVetting applications were completed within five working days of receipt.</p>
<b>55</b> Scheduled reporting to relevant oversight agencies.	<p>This target was achieved.</p> <p>Monthly reports were forwarded to the Policing Authority and the Department of Justice &amp; Equality.</p>

## Cross-Organisation Services - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>56a</b> The selection and recruitment of 200 Gardaí per quarter in 2017 and the commencement of their training.	<p>This target was achieved.</p> <p>A total of 810 recruits entered the Garda College in Templemore during 2017.</p>
<b>56b</b> The selection and recruitment of 500 civilian support staff by the end of Q4 2017.	<p>This target was partially achieved.</p> <p>16 civilian staff were recruited through transfer into An Garda Síochána or through the Public Appointments Service. A further 157 staff at various grades are in the vetting process. An Garda Síochána is awaiting the assignment of a further 68 staff from the Public Appointments Service. In addition, a further 135 candidates at various grades have been assigned by the Public Appointments Service to An Garda Síochána, entered the vetting process and subsequently decided to remove themselves from the recruitment process.</p> <p>This initiative will be reported on in the Policing Plan 2018, which caters for the recruitment of 200 Gardaí per quarter; and 500 civilian staff, in 2018.</p>
<b>57</b> The recruitment of 300 Garda Reservists by the end of Q4, 2017 and commencement of their training.	<p>This target was not achieved.</p> <p>However, significant progress was made in 2017. A Garda Reserve Competition was advertised on March, 2017, with a closing date of April, 2017. A total of 2,394 applications were received - 1,593 were successful following completion of a questionnaire. An Garda Síochána received 498 names who were successful at interview stage, the majority of which have only been recently received. A total of 291 files have been forwarded for vetting. This initiative will continue to be addressed in the 2018 Policing Plan with 500 Reserves to be recruited.</p>

## Cross-Organisation Services - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>58</b> Redeployment of 165 officers and their replacement with civilian staff. (This goal may change as workforce plan is finalised).</p>	<p>This initiative was not achieved.</p> <p>A draft workforce plan was submitted by An Garda Síochána to the Policing Authority in July, 2017. A further iteration of that plan is currently being drafted and An Garda Síochána are working closely with the Policing Authority in relation to same. The latest iteration of the plan will include such issues as workforce assessment, the redeployment model and identification of new civilian posts. A Project Manager for Workforce Planning was assigned in December.</p> <p>Project 21:21 (21,000 staff by 2021): A civilianisation project team was partially established with resources from STO &amp; HR before the year end. Primary analysis of roles identified by the Organisational Redeployment Survey has been undertaken by the project team, 85 of which will now be examined further.</p> <p>In 2017, the Policing Authority established a multi-party Workforce Planning Group. An Garda Síochána, Department of Justice, Department of Public Expenditure and Reform, the Public Appointments Service and the Policing Authority are all represented on this group who meet regularly. This initiative will continue to be addressed through the Policing Plan 2018.</p>
<p><b>59</b> Pilot projects completed and evaluated (re. piloting a hybrid functional policing model in four Garda divisions).</p>	<p>This target was not achieved.</p> <p>However significant progress was made. The Divisional (Hybrid) Policing Model is an initiative within the Modernisation and Renewal Programme. The model will see a move from the traditional district structure within a Garda Division to a Divisional structure. The project progressed significantly in 2017. Four pilot divisions of Mayo, Galway, Cork City and the Dublin Metropolitan Area, South Central, were identified. The project has a number of groups and teams; a Core Group comprising of Assistant Commissioner RPMEM and the four Chief Superintendents involved in the pilot, a Pilot Project Group, a Steering group, a Workflow Group, and a National Implementation Team who met continuously throughout the year in advancing this project. Stakeholder meetings took place frequently and a number of workshops and meetings were conducted with the representative associations and the civilian unions. Workshops also took place with the four identified hubs.</p> <p>This initiative will continue to be progressed in 2018 with implementation of the Divisional Policing Model in four Garda Divisions expected by end Q2.</p>



## Cross-Organisation Services - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<b>60</b> The establishment of a Data Quality Unit by end of Q4 2017 (Unit within the Garda Information Services Centre - GISC).	<p>This target was achieved.</p> <p>The Data Quality Unit, commenced Phase 1 (Northern Region) of the new classification process in April, 2017 and assumed responsibility for the classification of incidents in the Western Region (Phase 2) in November, 2017 following discussion with unions. The unions have indicated that they will not agree to further expansion unless staffing vacancies are filled.</p> <p>The GISC Project plan for expanding the unit/extending the process to other regions envisages assuming responsibility for the South Eastern Region in January, 2018 with the process being rolled out to the remaining regions on a phased basis and being completed by June, 2018.</p>
<b>61a</b> Increased proportion of incidents correctly classified.	<p>This target was partially achieved.</p> <p>A solution was developed for inclusion in PULSE Release 7.3, and was delivered in February, 2018. This involves restricting the marking of detections to incidents in respect of which a charge or summons has been preferred. Exceptions in particular incidents being dealt with under Section 4.4 of the Crime Counting rules, will be dealt with by process whereby District Officers will submit to GISC the pertinent data to record on PULSE.</p>
<b>61b</b> Increased proportion of detections correctly classified.	<p>This target was partially achieved.</p> <p>As outlined above, the classification of incidents process is in operation in the Western and Northern Regions with the project plan envisaging the process being rolled out on a phased basis to all regions by mid-2018.</p>

## 2017 STATISTICS



“In the following section we present annual data from the previous three year strategy period of 2013-2015 combined with the 2016-2017 data from the current strategy period.”

In the following section we present annual data from the previous three year strategy period of 2013-2015 combined with the 2016-2017 data from the current strategy period.

Comparing data across strategy periods provides a richer context with clearer trends than a simple annual year on year comparison would provide.

It should be noted that the data, if nothing else is stated, is extracted from the PULSE system in March 2018. The data is thus operational and subject to change.

## 2017 Statistics - continued

### Recorded Incidents of Burglary

2013-2015 average: 2170 incidents per month.

2016-2017 average: 1527 incidents per month.

Difference between the 2016 and 2017 results:  
+660 (+3.67%).

*Comment: The 2016 reduction coincides with Operation Thor.*

### Burglary Incidents Marked as Detected

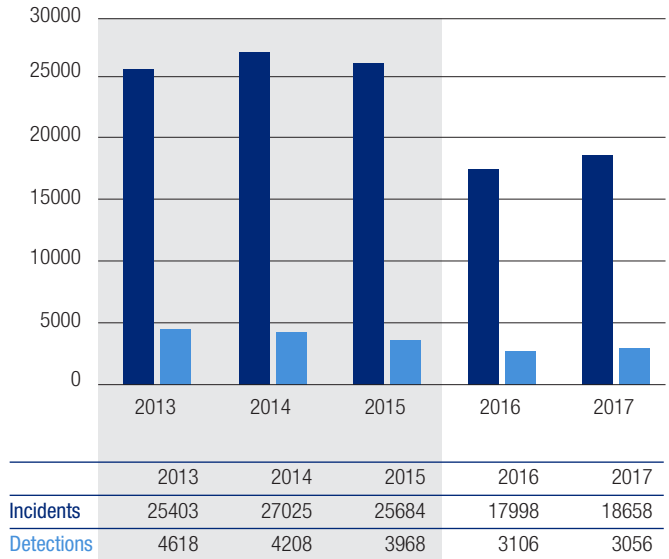
2013-2015 average: 335 Detections per month.

2016-2017 average: 257 Detections per month.

Difference between the 2016 and 2017 results:  
-50 (-1.61%).

Source: Operational PULSE Data ICCS Types: 0711, 0712.

### Burglary



2013-15 Strategy Period

2016-18 Strategy Period

### Recorded Incidents of Robbery

2013-2015 average: 222 incidents per month.

2016-2017 average: 179 incidents per month.

Difference between the 2016 and 2017 results:  
+93 (+4.43%).

*Comment: The 2016 reduction coincides with Operation Thor.*

### Robbery Incidents Marked as Detected

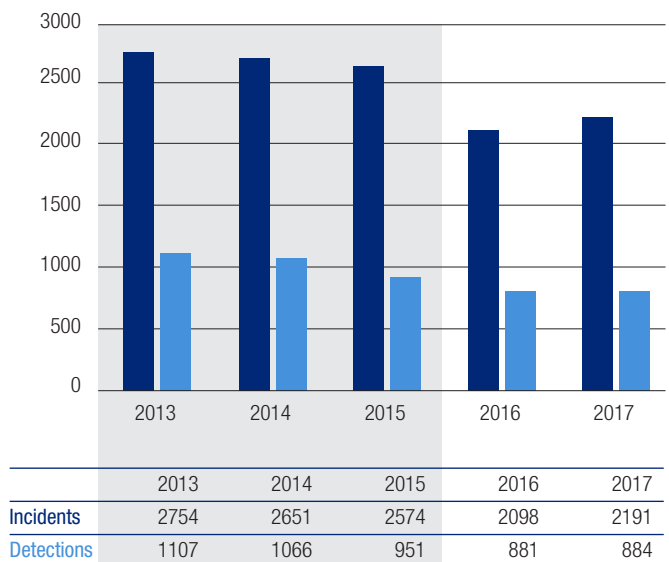
2013-2015 average: 87 Detections per month.

2016-2017 average: 74 Detections per month.

Difference between the 2016 and 2017 results:  
+3 (+0.34%).

Source: Operational PULSE Data ICCS Types: 0611, 0612, 0613, 0621, 0631.

### Robbery



2013-15 Strategy Period

2016-18 Strategy Period

## 2017 Statistics - continued

### Recorded Incidents of Assault

2013-2015 average: 1259 incidents per month.

2016-2017 average: 1447 incidents per month.

Difference between the 2016 and 2017 results:  
+2190 (+13.46%)

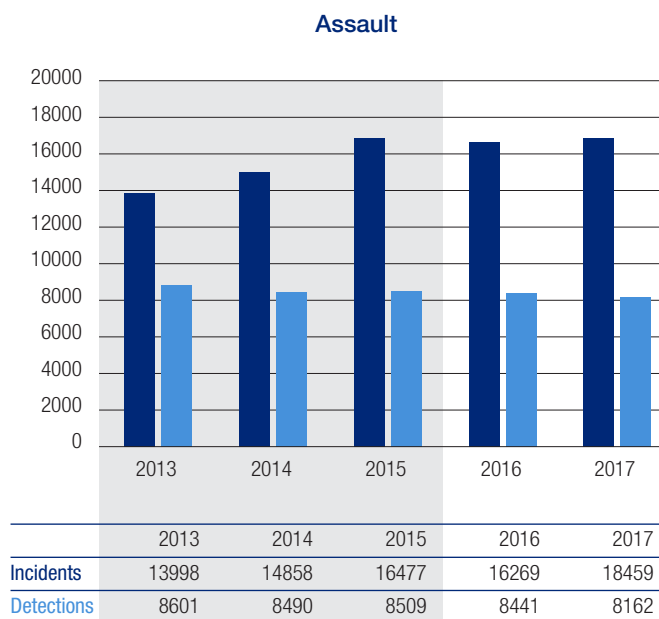
### Assault Incidents Marked as Detected

2013-2015 average: 711 Detections per month.

2016-2017 average: 692 Detections per month.

Difference between the 2016 and 2017 results:  
-279 (-3.31%).

Source: Operational PULSE Data ICCS Types: 0311, 0312, 0321, 0324, 0331, 0332, 0333, 0334, 0335.



2013-15 Strategy Period

2016-18 Strategy Period

### Recorded Incidents of Sexual Crime

2013-2015 average: 181 incidents per month.

2016-2017 average: 234 incidents per month.

Difference between the 2016 and 2017 results:  
+518 (+20.33%)

Comment: This type is seen as potentially underreported and an increase is seen as a "desirable correction".

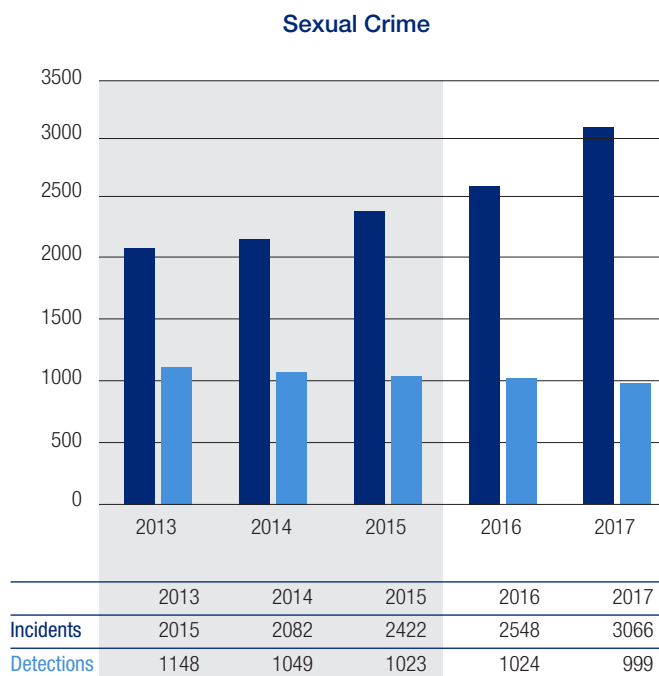
### Sexual Crime Incidents Marked as Detected

2013-2015 average: 89 Detections per month.

2016-2017 average: 84 Detections per month.

Difference between the 2016 and 2017 results:  
-25 (-2.44%).

Source: Operational PULSE Data ICCS SubGroup: 021, 022.



2013-15 Strategy Period

2016-18 Strategy Period

## 2017 Statistics - continued

### Recorded Victims of Human Trafficking

2013-2015 average: 1.6 victims per month.

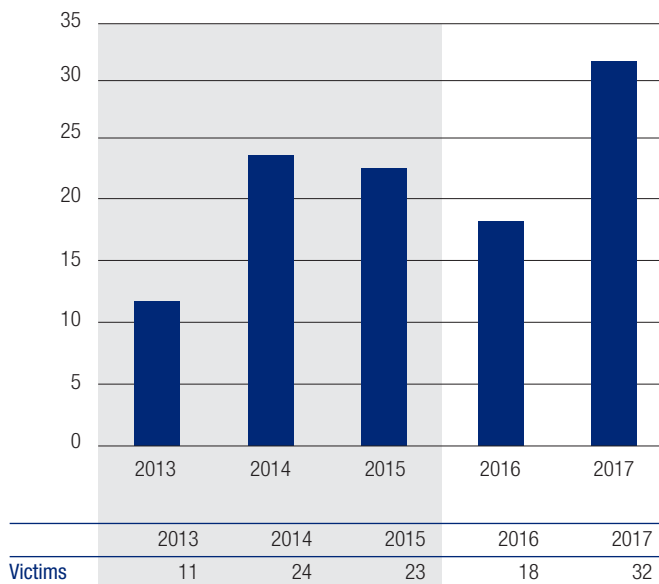
2016-2017 average: 2.1 victims per month.

Difference between the 2016 and 2017 results:  
+14 (+77.78%).

*Comment: This type is seen as potentially underreported and an increase is seen as a "desirable correction".*

*Source: Operational PULSE Data ICCS Types: 0513.*

### Recorded Victims of Human Trafficking



2013-15 Strategy Period

2016-18 Strategy Period

### Incidents of Sale and Supply of Drugs Marked as Detected

2013-2015 average: 311 incidents per month.

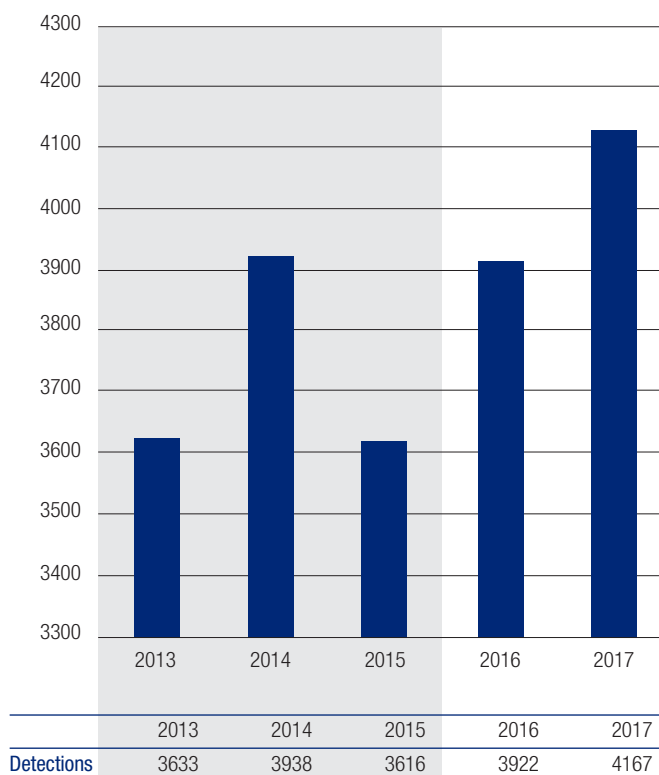
2016-2017 average: 337 incidents per month.

Difference between the 2016 and 2017 results:  
+245 (+6.25%).

*Comment: The 2016 reduction coincides with Operation Thor.*

*Source: Operational PULSE Data  
ICCS Types: 1011, 1012, 1021.*

### Detected Sale and Supply of Drugs



2013-15 Strategy Period

2016-18 Strategy Period



## 2017 Statistics - continued

### Incidents of Hate Crime

2013-2015 average: 11 incidents per month.

2016-2017 average: 26 incidents per month.

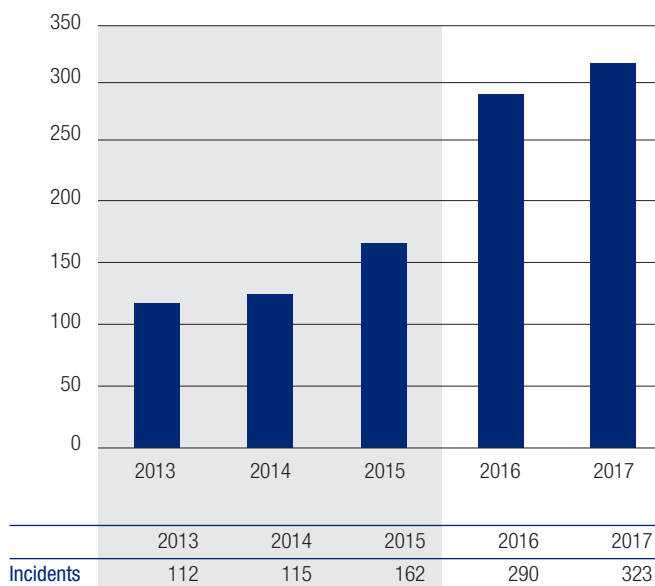
Difference between the 2016 and 2017 results:  
+33 (+11.38%).

*Comment: This type is seen as potentially underreported and an increase is seen as a "desirable correction".*

Source: Operational PULSE Data.

Incidents marked with the MO: Ageism, Anti-Disability, Gender Related, Homophobia, Anti-Muslim, Racism, Anti-Roma, Sectarian, Anti-Semitism, Transphobia, Anti-Traveller.

### Incidents of Hate Crime



2013-15 Strategy Period

2016-18 Strategy Period

### Incidents of Domestic Abuse

2013-2015 average: 535 incidents per month.

2016-2017 average: 709 incidents per month.

Difference between the 2016 and 2017 results:  
+1285 (+16.35%).

*Comment: This type is seen as potentially underreported and an increase is seen as a "desirable correction". It should also be noted that this data contains both crime and non-crime figures.*

Source: Operational PULSE Data.

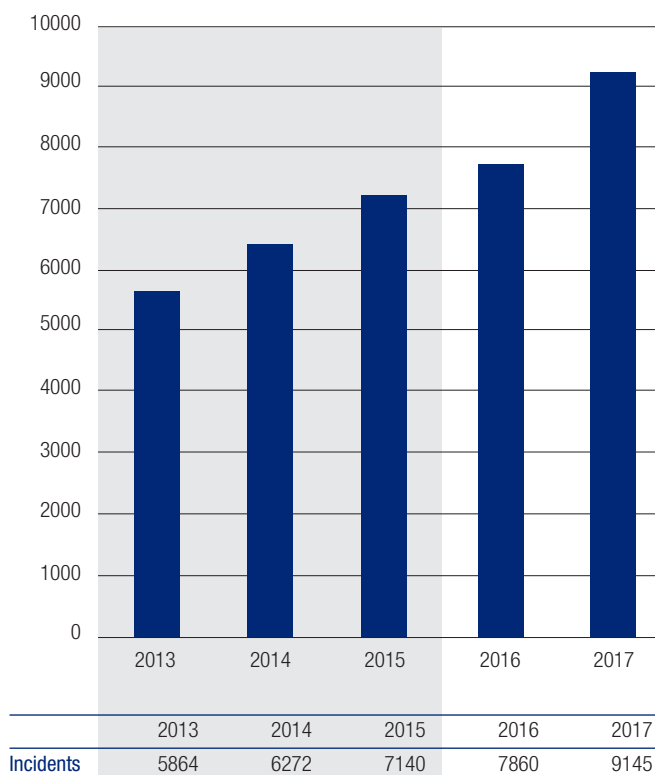
ICCS Type: 1551.

Non-Crime Type: Domestic Dispute - No Offence Disclosed

Other: Incidents with the MO Domestic Abuse /

Domestic Violence.

### Incidents of Domestic Abuse



2013-15 Strategy Period

2016-18 Strategy Period

## 2017 Statistics - continued

### Traffic Collisions - Fatalities

2013-2015 average: 15 fatalities per month.

2016-2017 average: 14 fatalities per month.

Difference between the 2016 and 2017 results:  
-30 (-16.04%).

### Traffic Collisions - Serious Injuries

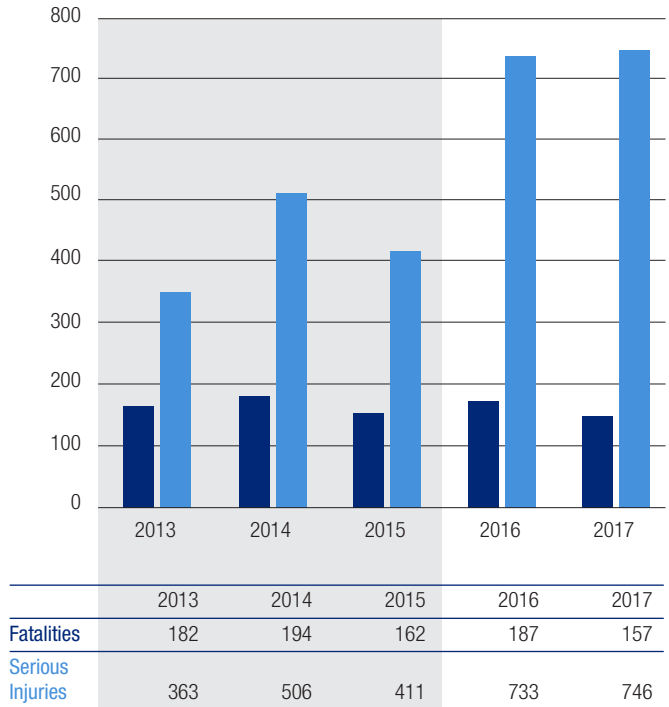
2013-2015 average: 36 serious injuries per month.

2016-2017 average: 62 serious injuries per month.

Difference between the 2016 and 2017 results:  
+13 (+1.77%).

Source: Operational PULSE Data.

### Traffic Collisions F&SI



2013-15 Strategy Period

2016-18 Strategy Period

### Traffic Life Saver Offences

2013-2015 average: 22115 incidents per month.

2016-2017 average: 17156 incidents per month.

Difference between the 2016 and 2017 results:  
-21863 (-10.08%).

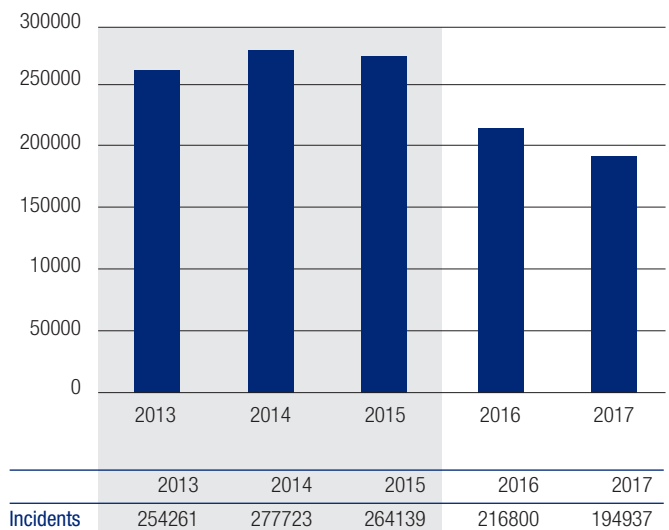
Comment: Reduced availability of automated speed monitoring equipment affects the results.

Source: Operational PULSE and FCPS Data.

ICCS Type: 0412, 0413.

FCPS Types: Speeding (Intercept & Non-Intercept),  
Seatbelt, Mobile Phone.

### Traffic Life Saver Offences



2013-15 Strategy Period

2016-18 Strategy Period

## 2017 Statistics - continued

### Behaviour Warnings & Contracts (ASBO)

2013-2015 average: 105 warnings & contracts per month.

2016-2017 average: 93 warnings & contracts per month.

Difference between the 2016 and 2017 results:  
+441 (+49.66%).

*Comment: In the period 2013-2017 there are six Good Behaviour Contracts recorded. Three of them were recorded in 2017.*

### Behaviour Orders (ASBO)

2013-2015 average: 2 Orders per month.

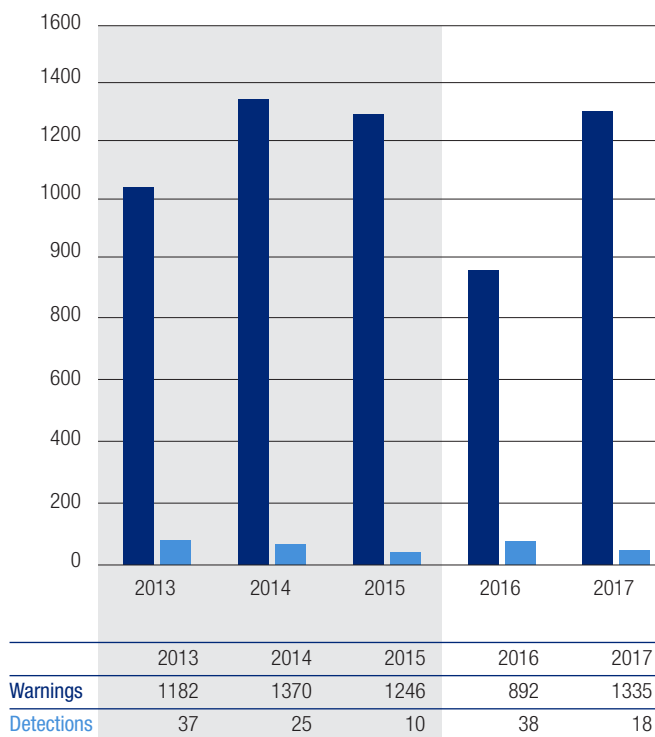
2016-2017 average: 2 Orders per month.

Difference between the 2016 and 2017 results:  
-20 (-52.63%).

*Source: Operational PULSE Data.*

*PULSE Types: Behaviour Warnings (Children),  
Behaviour Orders (Children), Behaviour Warnings (Adults),  
Good Behaviour Contracts, Civil Orders (Adults).*

### Behaviour Warnings and Orders (ASBO)



2013-15 Strategy Period

2016-18 Strategy Period

### Removal of a Child to Safety (Section 12 Child Care Act)

2013-2015 average: 57 incidents per month.

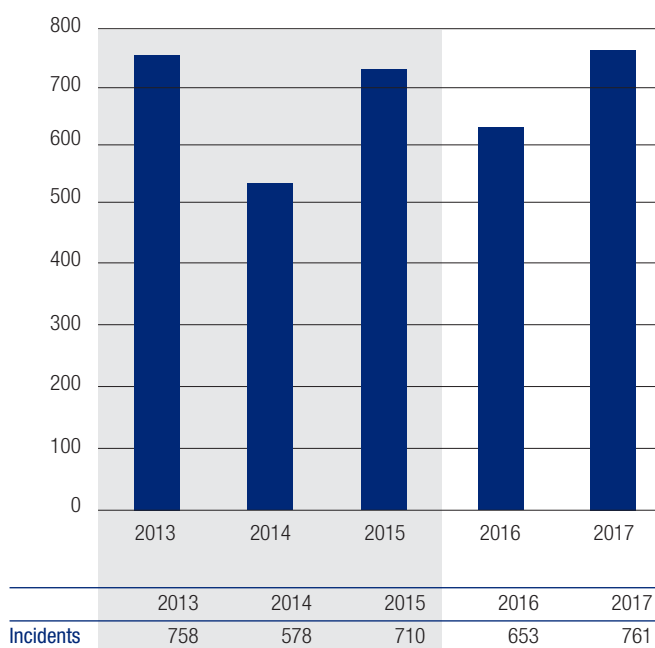
2016-2017 average: 57 incidents per month.

Difference between the 2016 and 2017 results:  
+108 (+16.54%).

*Source: Operational PULSE.*

*PULSE Type: Section 12 Child Care Act Invoked.*

### Section 12 Child Care Act Invoked



2013-15 Strategy Period

2016-18 Strategy Period

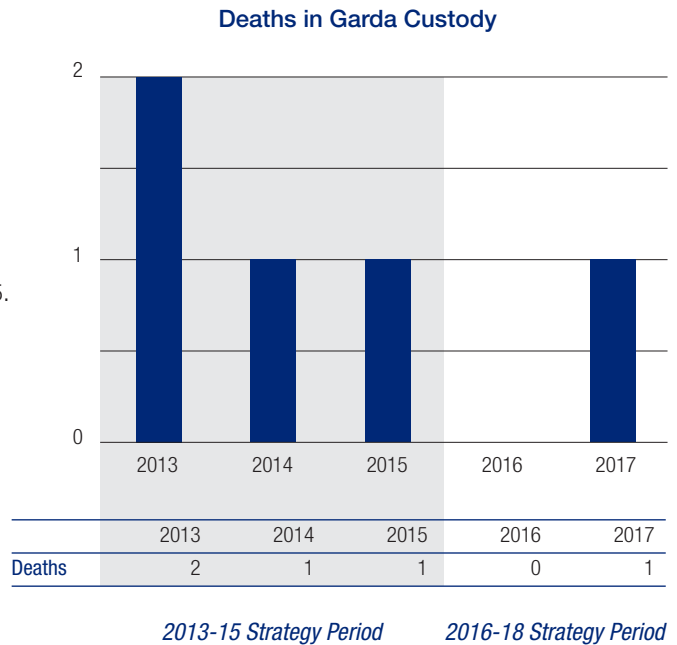
## 2017 Statistics - continued

### Deaths in Garda Custody

2013-2015 average: 1.3 deaths per year.

2016-2017 average: 0.5 deaths per year.

The first death in Garda custody for the current strategy period was recorded on the 6th of July 2017 at Dundalk Garda Station. The matter is under investigation in accordance to Section 95 of the Garda Síochána Act 2005.



### Garda Only Drug Seizures 2017

Quantities of drugs tabulated in the table are provided by the Forensic Science Ireland (FSI) on the basis of records maintained by the laboratory relating to quantities of drugs analysed at the laboratory.

All figures are provisional, operational and subject to change as of 21/04/2018.

Garda Drug Seizures 2017			
Category	grams/mls/Plant	TbIs/Sqr/Caps	Value
Anabolic Steroids	185	833	€548
Benzodiazepine	16,341	115,567	€1,374,908
Cannabis Herb	2,597,258	-	€53,290,457
Cannabis Plants	9,046		€7,237,175
Cannabis Resin	79,007		€593,945
Cathinones	728	107	€50,197
Cocaine	51,811	374	€3,963,371
Diamorphine	18,226	2	€2,880,502
Hallucinogen	23,775	367	€111,509
Mixing agents	58,483	209	€32,333
Opioids Other	2,739	515	€64,790
Phenethylamine**	25,527	15,468	€2,203,895
Piperazine	33	354	€3,425
Sleeping Tablet	5,711	23,652	€47,804
Solvent	3,646	-	€3,646
Synthetic Cannabinoid	59	-	€1,189
TOTAL	-	-	€71,859,695

\* Cannabis plants are calculated based on figures recorded on PULSE as not all plants seized are routinely sent to the FSL.

\*\* Phenethylamines include ecstasy (MDMA) and other similar related drugs.

**2017 Statistics** - continued

**Section 25 Garda Síochána Act 2005 Ministerial Directives**

In 2017, there were no Ministerial Directives issued under section 25(1) of the Garda Síochána Act, 2005.

**Section 41 Garda Síochána Act 2005**

In 2017, there were five reports made by the Commissioner's Office under the provisions of Section 41 of the Garda Síochána Act, 2005.



## 2017 Statistics - continued

### Key Performance Indicators - continued

YEAR END TARGET	PROGRESS MADE
<p><b>43</b> Analysts to contribute to targets in reducing crime and increasing detections of burglaries, robberies and assaults.</p>	<p>This target was achieved.</p> <p>The Garda Síochána Analysis Service fully engaged in providing ongoing analytical support in all regions as well as with national units and departments throughout the year.</p>











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