



An Garda Síochána Annual Report 2016

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Foreword by Garda Commissioner Nóirín O'Sullivan

2016 was a challenging year for An Garda Síochána, but also a positive one. As the country celebrated the centenary of the 1916 Rising, An Garda Síochána can look back with pride on its own role not only in ensuring public safety at the events 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.

What pleased me most about the celebrations was not only the great professionalism on display and the obvious pride in wearing the uniform, but the reaction from the public. The desire from families, children and individuals to get their photograph with Gardaí or shake their hand or give them a simple word of thanks speaks volumes about our close relationship with communities. It is also testimony to the regard local Gardaí are held in their 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. In June we launched our five year Modernisation and Renewal Programme. This programme will deliver the biggest change in the history of our proud organisation.

The Modernisation and Renewal Programme 2016 - 2021, is informed by the findings of the reports of the Garda Inspectorate and other reports. This Modernisation and Renewal Programme gives effect to the recommendations contained in those reports. This programme has so far resulted in the introduction of new people, new vehicles, and new technology particularly in relation to governance. We still have some way to go, but these changes have already had a positive impact on the community and for our own people.

However, some of the changes have not happened quickly enough, while others, particularly in relation to changing our culture, do take time. I am committed to ensuring that the Modernisation and Renewal Programme delivers real change in a timely fashion. With the help and assistance of the Policing Authority and the Garda Inspectorate and the cooperation of all our people I believe that An Garda Síochána can move ahead positively to become the organisation that the people of Ireland rightly deserve.

In relation to tackling crime, the continued success of our anti-crime strategy, Operation Thor, saw burglaries fall by

30%. Overall, the level of victimisation across all crime fell from 11% to 8% in 2016, according to our Public Attitude Survey.

There were also significant quantities of drugs and guns seized that would have been used to harm individuals and communities. Many lives were saved through the high visibility policing introduced in Dublin city and throughout the country to deter heightened organised criminal activity.

National security continued to be protected through enhanced use of intelligence and collaboration with international partners resulting in major arrests and seizures. We proactively contributed to meeting international commitments and working in partnership with other agencies to meet emerging threats and challenges.

Unfortunately, road deaths increased in 2016. This is very disappointing. All roads users must take responsibility for ensuring the safety of themselves and others. Garda enforcement and prevention measures did undoubtedly help save many lives and prevent serious injuries.

All this work would not have been possible without the dedication of our people – Garda, civilian and reserve members.

There have though been well documented, serious issues in the area of roads policing, particularly in relation to the application of fixed charge notices and the operation of breath tests. These issues should not have happened and I have ordered a complete review of roads policing. This is being undertaken and work is progressing.



(continued overleaf)

This work of An Garda Síochána is dependent on the support of many stakeholders to deliver a professional policing and security service — the Department of Justice & Equality, the Policing Authority, national and international law enforcement agencies, State bodies and NGOs. Most importantly, the work of An Garda Síochána can only happen with the support and trust of the community we serve.

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 2017.

The organisation benefited from the expertise and experience of the Chair and Board members of the Policing Authority, which came into being in 2016, and we look forward to working with them along with the Garda Inspectorate, the Garda Síochána Ombudsman Commission and the community to help us continually improve by listening, learning and taking on board constructive criticism. Trust and confidence in An Garda Síochána will be maintained by each and every one of us, one encounter at a time in our interactions with the communities we serve.

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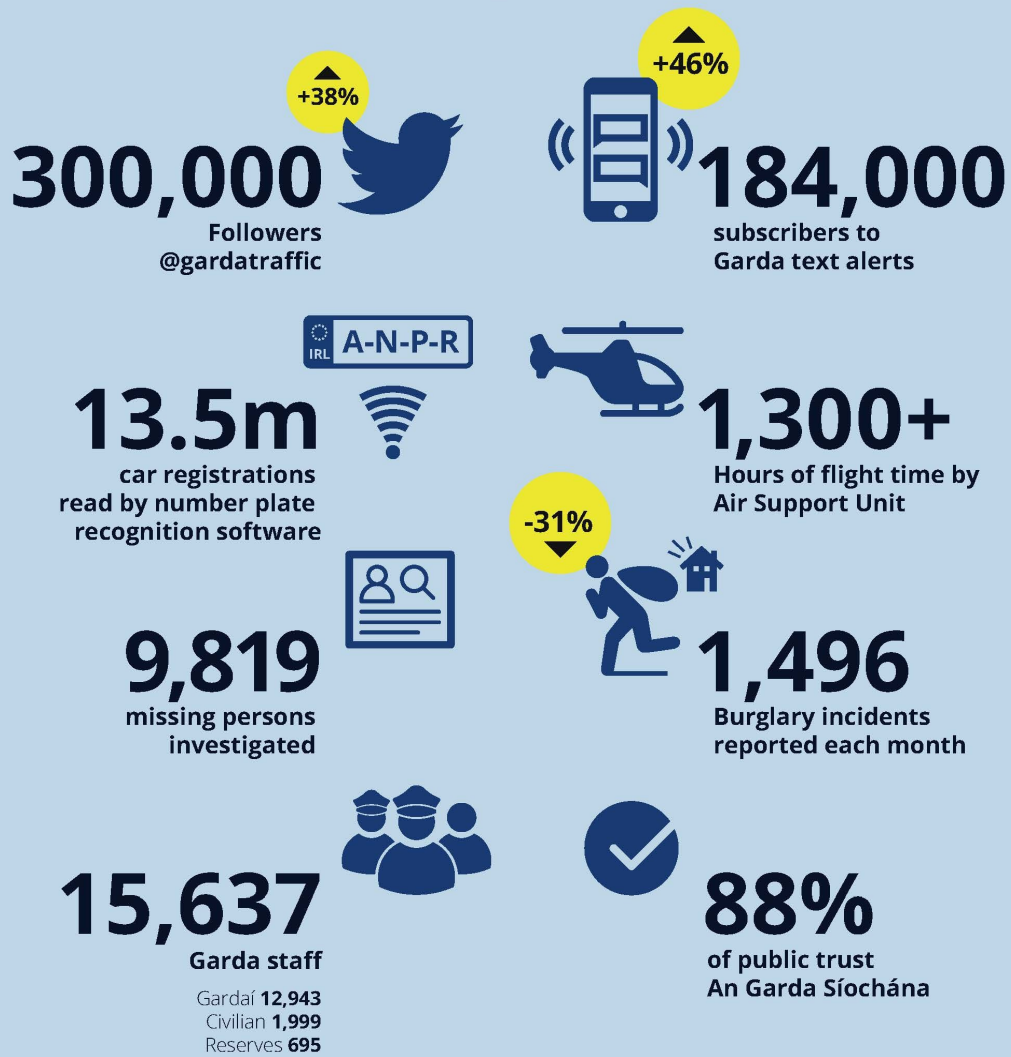




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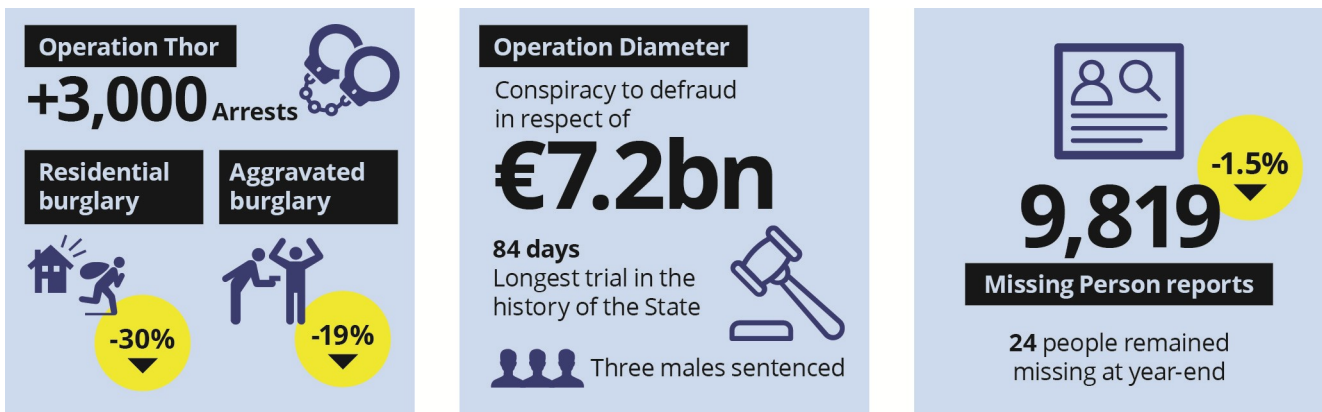
BY THE NUMBERS

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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, while our Victims Services Offices are manifestations of the primacy of victims to the work we do on a daily basis.



Tackling Crime

Garda National Economic Crime Bureau

In 2016 the Garda Bureau of Fraud Investigation (GBFI), which encompassed the Computer Crime Investigation Unit, was restructured to establish two new and distinct entities. The Garda National Economic Crime Bureau (GNECB) and the Garda Cyber Crime Bureau (GCCB) were both established on the 1st of September 2016 as part of An Garda Síochána's Modernisation and Renewal Programme. The following are some major operations that took place throughout the year.

Har Consultants & Advisors Ltd Investigation

Detectives at the Payment Card & Counterfeit Currency Unit within GNECB carried out an investigation into Money Laundering of €2.8 million. As part of an intelligence led operation Gardaí became aware of an invoice redirect fraud from an Irish subsidiary of a Dutch based company.

The suspected offender was involved in an organised crime gang who had intercepted an email, and an invoice was subsequently sent to Amsterdam in the Netherlands where

payment of €2.8 million was sanctioned. This €2.8 million was later frozen under the provisions of Criminal Justice (Money Laundering and Terrorist Financing) Act 2010.

In November 2016 a male was arrested and subsequently charged at Ballymun Garda Station with an offence of Section 7 of the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010. The suspect is currently in custody awaiting trial.

Operation Diameter

In June 2016, following the longest trial in the history of the State, John Bowe, Willie McAteer (former Finance Director at Anglo Irish Bank) and Denis Casey (former CEO Irish Life) were convicted of conspiracy to defraud in respect of a €7.2 billion transaction between Anglo and Irish Life & Permanent which was constructed to falsely inflate the reported customer deposits figures of Anglo Irish Bank at their Financial Year End in September 2008.

In July 2016 John Bowe was sentenced to 2 years imprisonment, Denis Casey to 2 years and 9 months and Willie McAteer to 3 and a half years.

Performance Indicator	Progress
A model which will support and underpin the way An Garda Síochána delivers policing and security services	This target was partially achieved. A National Operating Framework based around five principles and applicable to the provision of all security and policing services was designed during the year. The project is now a part of the Modernisation and Renewal Programme.

Vodafone - DPP v. individuals in respect of fraud perpetrated against Vodafone Ireland

Following an investigation carried out by the Commercial Fraud Investigation Unit, and a comprehensive investigation file being submitted to the DPP, three individuals were prosecuted in respect of their involvement in a €1.98 million fraud perpetrated against Vodafone Ireland.

This successful prosecution resulted from a 9 year investigation at this Bureau.

National Risk Assessment on Money Laundering and Terrorist Financing

For the first time Ireland completed a National Risk Assessment (NRA) on money laundering and terrorist financing.

The NRA is a detailed document and reflects a key objective of the inter-governmental Financial Action Task Force (FATF) to promote effective implementation of legal, regulatory and operational Anti-Money Laundering (AML)/Counter Terrorist Financing (CTF) measures.

The Financial Action Task Force (FATF), a global monitoring body on anti money laundering and counter terrorist financing introduced a requirement for all member countries to identify, assess and understand the money laundering (ML) and terrorist financing (TF) risks particular to their jurisdictions.

As the Financial Intelligence Unit, (FIU) the Money Laundering Investigation Unit (MLIU) and the Terrorist Financing Unit are situated within the GNECB, the GNECB had a very substantial role in the compilation of and contribution to the NRA.

Members from GNECB, over the course of the year, attended at numerous meetings with the Department of Finance, Department of Justice, Central Bank and Price Waterhouse Coopers who were engaged in the drafting of the NRA.

The NRA was a central part of the FATF's evaluation of Ireland in November 2016 when they conducted an on-site visit during the course of an evaluation of Ireland's AML/CTF effectiveness. The NRA is published on the websites of the Departments of Finance and Justice & Equality for inspection around the world.

GNECB Fraud Course

GNECB continued the training of Garda members countrywide in their comprehensive Fraud Investigation training course. A further 44 members were trained in 2016.

The course is now classed as a Post Graduate Certificate and in future will be a fully accredited academic course.

Garda Cyber Crime Bureau

The Garda Cyber Crime Bureau (GCCB) was established in September 2016.

Within the remit of GCCB is the prevention of cybercrime and in 2016 members of the unit were successful in highlighting vulnerabilities in computer systems in organisations and thus prevented infiltration of sensitive material by potential hackers.

In October 2016 the GCCB, in conjunction with Europol, co-ordinated the national Mobile Malware Awareness Campaign as part of European Cyber Security Month.

Throughout 2016 forensic examiners from GCCB were involved in a significant number of high profile cases which have resulted in successful prosecutions. Many of the cases are harrowing in nature, and members of the GCCB have successfully identified a number of child victims of the abuse and this has led to these children being brought to safety.

The year saw a number of members of GCCB graduate from UCD with an MSc in Forensic Computing and Cybercrime Investigation.

Criminal Assets Bureau (CAB)

The Proceeds of Crime (Amendment) Act 2016 was commenced in August 2016 allowing Bureau Officers more scope to seize assets with a total value of not less than €5,000 which they suspect as being in whole or part, directly or indirectly constituting the proceeds of crime for a period of 24 hours.

CAB continues to work with the Garda National Economic Crime Bureau (GNECB), the Garda National Drugs and Organised Crime Bureau (GNDOCB), the National Criminal Investigation Bureau (NCIB) as well with our partners in Revenue (Taxes/ Customs & Excise) and the Department of Social Protection in targeting assets emanating from crimes

associated with drug trafficking, fraud, theft, fuel laundering, cigarette smuggling and foreign corruption. It also continues to participate in the Cross Border Excise Group and the Cross Border Fuel Group, two bodies targeting illegal smuggling of tobacco and alcohol and the laundering of fuel.

The Bureau continued its participation in the Camden Assets Recovery Inter-Agency Network (CARIN) which is an informal network of practitioners involved in the area of asset recovery.

The Bureau is also the designated Assets Recovery Office (ARO) in Ireland which is a formal network within the European Union for the exchange of information to assist in the investigation and tracing of criminal assets.

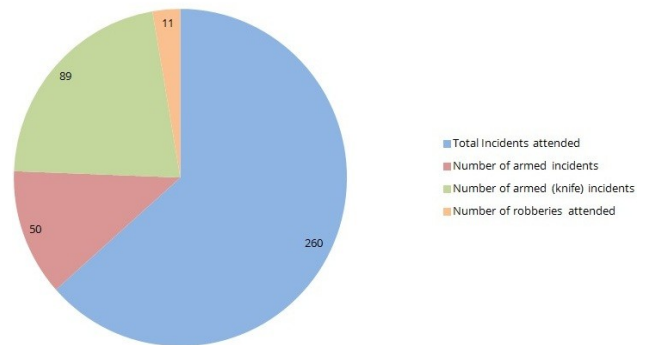
CAB is also a member of two sub-groups looking at the issues surrounding virtual currencies and the function of asset management offices.

Armed Support Unit (ASU) in the Dublin Metropolitan Region (DMR)

On the 14th of December 2016 the Armed Support Unit was launched in the DMR under the control of Detective Chief Superintendent Special Detective Unit.

The Unit has been very active since its inception assisting local units in the execution of warrants, high visibility patrols, spontaneous incidents and checkpoints under Operation Hybrid.

Incidents attended by DMR Armed Support Unit



Major Emergency Exercise

In October the Emergency Response Unit (ERU) and the Regional Support Unit (RSU) took part in a major exercise in the Drogheda District within the Louth Division. The exercise incorporated a strategic, operational and tactical element, and in compliance with the Framework for Emergency Management included the Health Service Executive and the Fire Service.



Performance Indicator	Progress
IT systems which will support and improve processes relating to the investigation of serious crime	<p>This target was partially achieved. Significant progress was made during the year with planning for a comprehensive Investigations Management System (IMS) progressed under the Modernisation and Renewal Programme. This included a presentation to the National Security Programme Board on 7 March 2016 and approval of a number of planning documents during the year. At year-end the scope of the IMS system was under consideration prior to the development of a detailed work plan. This is a multi-year initiative and continues to be progressed in 2017.</p> <p>Implementation of the existing Property and Exhibits Management System (PEMS) nationwide was completed, and Project Closure and Benefits Realisation Reports were provided to and reviewed by senior managers.</p> <p>Work also progressed throughout the year on the development of a new PEMS system which will provide a number of important enhancements including facilitating the integration of PEMS and PULSE systems and the development of a secure interface with software used by Forensic Science Ireland (FSI).</p>

Operation Scale

This Dundalk District operation is an approach to countering the existing criminal environment, which has seen a recorded 3,546 (just short of an average of 10 per day) checkpoints throughout 2016.

These checkpoints consisted of uniform personnel backed up by the Regional Support Unit.

Since Operation Scale commenced, there has been a 45% reduction in burglaries and a 20% reduction in thefts in the District. In real terms, this means 220 less burglaries and 235 less thefts than the previous year.

Garda National Drugs & Organised Crime Bureau (GNDOCB)

GNDOCB has primary responsibility for drug law enforcement. The function of GNDOCB is to both reduce the harm caused by illicit drugs through various demand/supply reduction strategies (such as test purchase operations) which will reduce the demand for illicit drugs and to disrupt and dismantle Organised Crime Groups (OCGs) through the gathering of evidence and prosecution of any individual who is engaged in organised criminal enterprises. Preservation of life has been a significant feature of the work of GNDOCB throughout 2016.

The Bureau works in close liaison with national and international law enforcement partners to carry out long term strategic and short term tactical disruptive investigations into the activities of OCGs.

GNDOCB also has responsibility for the implementation of initiatives and policies which contribute to Government strategies to reduce the demand for drugs and also diminish the harm associated with substance misuse.

The Bureau is represented on the National Advisory Committee of Drugs and Alcohol (NACDA) which advises the government on all matters pertaining to substance misuse including prevalence, treatment, drug related deaths, early warning systems prevention, research and rehabilitation. The work of NACDA is guided by specific action points under the National Drug Strategy.

The Covert Operations Unit (COU) attached to GNDOCB is a highly trained team who work in an undercover capacity with a view to gathering evidence against nominated targets in specific operations on a daily basis.

The COU are deployed nationwide targeting mid-range and low level drug dealers. As a result of these tactical investigations 267 detections for offences contrary to Section 15 of the Misuse of Drugs Act 1977/84 were made in 2016. Evidence was also gathered against 110 suspects in relation to drug supply offences and 75 suspects were arrested and charged in 2016.*

*The arrests in all these investigations are made by local Garda resources and so are not included in the figures supplied for arrests made by Drugs & Organised Crime Bureau.

Operation Overwatch

Operation Overwatch is a Tipperary Divisional Drugs Operation focusing on tackling drug trafficking and drug-related criminal behaviour.

It coordinates the activity of the Divisional Drugs Unit through tasking, searches, surveillance and targeted operations and involves the assistance and exchange of intelligence between a number of national units.

On the 28th September 2016, following a joint operation between the Tipperary Divisional Drugs Unit, and the Garda National Drugs and Organised Crime Bureau, a sophisticated cannabis grow house was located in Hollyford, Co Tipperary. Controlled drugs with an estimated street value of €1.1 million were seized.



Performance Indicator	Progress
Management and investigation of incidents improved	<p>This target was achieved. Implementation of the Property and Exhibits Management System (PEMS) nationwide was fully completed and the development of an enhanced system (PEMS2) was substantively progressed under the Modernisation and Renewal Programme.</p> <p>Other projects also contributed to the improved management and investigation of incidents including the Joint Agency Response to Crime, and developments in relation to Protective Services and victims.</p>

Operation Thor

Operation Thor is An Garda Síochána's Anti-Crime Strategy. During the autumn and winter months, the primary focus of Operation Thor was on crime prevention and the targeting of individuals involved in the commission of burglary and burglary related crime. Policing activities under Operation Thor were extended during the summer months, to include initiatives focused on preventing crimes against the person, enhancing community safety and confidence and preventing incidents of public order.

Under Operation Thor, crime trend analysis was used to provide high visibility policing in crime hot-spots to deter criminals.

Since the beginning of Operation Thor, and up to 31st December 2016, concentrated policing activity resulted in 3,141 arrests and 53,819 checkpoints. Incidents of residential burglary reduced in 2016 by 30% to 13,092 incidents, while non-residential burglary decreased by 30% to 4,630 incidents compared to the same period in 2015.

Nationally, crimes against the person were down 5% in the quarter ending 31st December 2016, criminal damage was down 15%, and public order fell by 6%.



Crime prevention stands were utilised around the country under Operation Thor

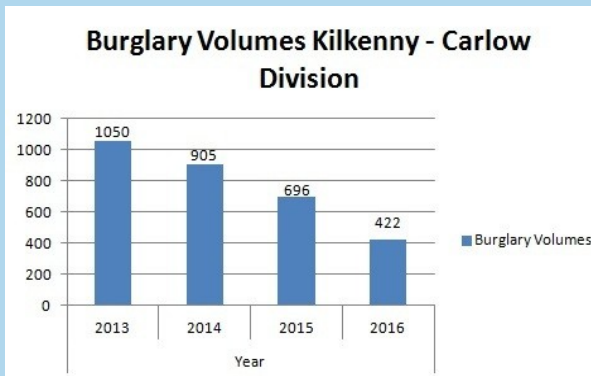


Project Storm

Project Storm constitutes a high visibility targeted deployment of operational resources in the Kilkenny/Carlow Division, with six such operations taking place in 2016.

The strategy of a high visibility checkpoint operation and overt patrol operation was designed to focus on crime prevention. The strategy constitutes an intelligence led, statistically driven proactive policing operation to focus on crime prevention and counteract crime.

Crime prevention leaflets were distributed to members of the public at checkpoints, and crime prevention stands were established in shopping centres. Local text alert schemes were also used when disseminating information regarding suspicious activity during the course of the Operation, targeting circa three thousand (3,000) residents of the Kilkenny/Carlow Division.



Performance Indicator	Progress
Reduced crime and improved detections	<p>This target was partially achieved. Efforts to reduce serious and violent crime were pursued throughout 2016 by both national and local Garda units. Strategic and operational activities were regularly co-ordinated with partner agencies, nationally and internationally, to address the threat posed by Organised Crime Groups (OCGs). Year-on-year comparison figures show reductions in the number of violent crimes against the person from 17,478 to 16,630 (-5%). Detections of violent crime against the person decreased by 9%. Incidents of burglary decreased significantly from 25,385 to 17,722 (-30%). Detections of burglary decreased by 24%. Similarly robberies and aggravated burglaries decreased in number from 2,843 to 2,309 (-19%). The number of detections of robberies and aggravated burglaries decreased by 12%.</p> <p>The organisation continued to hit its targets in the controlled drugs area with detections for the cultivation or manufacture of controlled drugs increasing from 240 to 264 cases (+10%). Detections for sale and supply of controlled drugs increased from 3,378 to 3,679 (+9%).</p>
Serious and violent crimes reduced	<p>This target was achieved. Efforts to reduce serious and violent crime were pursued throughout 2016 by both national and local Garda units. Strategic and operational activities were regularly co-ordinated with partner agencies, nationally and internationally, to address the threat posed by Organised Crime Groups (OCG's).</p> <p>Year-on-year comparison figures show reductions in the number of violent crimes against the person from 17,478 to 16,630 (-5%). Incidents of burglary decreased significantly from 25,385 to 17,722 (-30%). Similarly robberies and aggravated burglaries decreased in number from 2,843 to 2,309 (-19%).</p> <p>The Garda service continued to hit its targets in the controlled drugs area with detections for the cultivation or manufacture of controlled drugs increasing from 240 to 264 cases (+10%). Detections for sale and supply of controlled drugs increased from 3,378 to 3,679 (+9%).</p>

Operational Support Services



Garda Air Support Unit

In 2016 Garda Air Support Unit (GASU) aircraft flew over 1,300 hours on 400 flights while attending to over 2,100 incidents covering almost every Garda Division throughout the country. This included over 250 night flying hours.

During these incidents the unit was involved in the arrests of over 100 suspects, and 16 missing persons and 42 vehicles were located.

Case Study

Air Support (AS) 3 responded to a vehicle pursuit on the N4 in April. The vehicle being pursued was a BMW 525 that was taken in an aggravated burglary in South Dublin 20 minutes earlier. The pursuit was picked up as it left Celbridge. The vehicle made its way to Straffan where it crashed at the Liffey Bridge. The driver was tracked as he made his way through a wooded area at the K Club. The suspect entered the River Liffey and was subsequently detained exiting the river by a ground unit.

Garda Water Unit

During 2016, the Garda Water Unit conducted humanitarian missing person searches in all Garda regions, and was also requested to search for firearms and other weapons in connection with the investigation of serious crime in all Garda regions. 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 Garda Water Unit in advance of visiting dignitaries at marine locations.

Garda Dog Unit

The Garda Dog Unit was involved in over 200 searches during 2016. 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.

Case Study

In March, the Garda Dog unit were on duty for the purpose of Operation Hybrid checkpoints and patrols in Dublin.

During the course of the day, a crime task force mobile pulled over beside a parked vehicle. The dog units searched the vehicle while the occupants were being searched by the other Gardai. During the course of this search the Garda dog recovered five bags of heroin. All three suspects were arrested.

Garda Mounted Unit

The typical deployments attended by the unit were primarily crime prevention based. The unit also cover public order, crowd control, ceremonial duties, St. Patrick's Day Parade and rough terrain searches. The unit is also actively involved in attending community related engagements.

The unit also assisted in crime prevention high visibility patrols on a national basis. Some of these deployments included Operation Hybrid. The unit has also provided unique assistance at Croke Park for major match days/ concerts with the height advantage playing a key role in providing assistance with crowd control and filter cordons on the termination of the event.



Supporting Victims of Crime

The Garda National Protective Services Bureau (GNPSB)

Garda Victims Liaison Office

In 2016 the Garda Victim Liaison Office continued to assist in preparing the organisation for the introduction of domestic legislation which will transpose the EU Directive for victims of crime. As part of this work the 8th Garda National Crime Victims Forum was held in November 2016.

This annual forum was attended by both national and local victim support organisations and strengthened the liaison between them and An Garda Síochána. Other criminal justice agencies including the Office of the Director of Public Prosecutions, the Garda Inspectorate and the Policing Authority were also represented at the forum.

In the fourth quarter of 2016, the Garda Victim Liaison Office delivered eight seminars to operational Family Liaison Officers (FLOs) in all six Garda Regions. The seminars covered the EU Directive for victims of crime, the draft Criminal Justice (Victims of Crime) Bill 2016 as well as the current policy on the Garda Family Liaison Officer Service.

Garda Victim Service Offices (GVSO)

A Garda Victim Service Office is now established in each of the 28 Garda Divisions.

To ensure that these offices are meeting the requirements of victims, a review was carried out by the Garda Síochána Analysis Service (GSAS) in 2016. This review, along with focus groups with victims to take place in early 2017, will be used to further enhance our service to victims.

Missing Persons

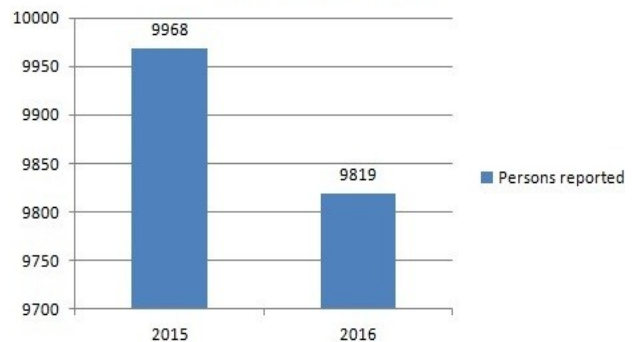
In 2016, the Missing Persons Bureau was moved from Crime Policy and Administration to Special Crime Operations to provide it with additional support in the investigation of vulnerable persons reported as missing.

The number of missing persons reported to An Garda Síochána in 2016 was 9,819. This is a decrease of 1.5% from the previous year.

Thankfully, the vast majority of these people were located within a short period of time, but unfortunately 24 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.

Missing Persons



The GNPSB have recently commenced an investigation using DNA collected from families of missing persons to assist with identifying unidentified remains, with representatives of 23 families providing DNA samples to the Missing Persons Bureau at the annual Missing Persons Day event held in December.

An Garda Síochána with the assistance of North Wales Police recently successfully identified the remains of a woman missing since 1995.

An Garda Síochána continues to work with the Global Missing Childrens Network regarding missing children.

Domestic and Sexual Violence

GNPSB reviewed and developed the Domestic Abuse Intervention Policy during 2016 in order to produce clear guidelines for members on the ground dealing with

Performance Indicator	Progress
Enhanced protection for victims of domestic and sexual violence	This target was achieved. Following a period of consultation and review both internally and in conjunction with the Office of the Director of Public Prosecutions, a new Domestic Abuse Policy was completed in December and will be implemented in 2017. Progress was also made in preparation for a new approach the Provision of Protective Services at Divisional level. This work is now part of the Garda Modernisation and Renewal Programme (MRP) and will be advanced under the programme with a phased implementation of the project in 2017.

domestic abuse. Work also began on the development of a risk assessment process for domestic abuse, divided into three parts:

- Initial risk assessment for Gardaí attending the scene;
- Dynamic Risk Assessment for assessing the victim/family at the scene;
- Detailed Risk Assessment for Divisional Protective Services Unit (DPSU) staff when formed.

The core Risk Assessment Implementation Team includes representatives from GNPSB, Trinity College Dublin and Department of Justice & Equality.

Domestic abuse crime kits incorporating a digital camera were issued to eight divisions for evaluation as part of increasing members' awareness regarding domestic abuse investigation.

GNPSB devised a media strategy to engage with all forms of media to support an awareness campaign as part of Cosc's second 'National Strategy on Domestic, Sexual and Gender based Violence 2016-2021'. An Garda Síochána are engaged in a number of actions within the strategy and are represented on both the monitoring committee and strategic committee in support of the strategy.

GNPSB engaged with NGOs and support services of victims of domestic abuse to provide presentations at events held by them including the Safe Ireland Summit and Women's Aid Behind Closed Doors event.

GNPSB also engaged with the DPP to form a Domestic Abuse Working Group which meets regularly to discuss policy matters and developments in improving our response to domestic abuse.

GNPSB has visited our policing partners in order to identify good practice and benchmark the development of training for An Garda Síochána.

Santa Marta Group

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.

Within the Santa Marta Group, Ireland has agreed to take part in the North Atlantic Maritime Project with the United

Kingdom, Spain and Portugal. The purpose of this project is to look at human trafficking in the fisheries industry in the North Atlantic.

An Garda Síochána has carried out a number of initiatives under this project including the organising of an international conference which was held at the Mary Immaculate College, Limerick in May with all Irish stakeholders and partners from the United Kingdom, Spain and Portugal.



In October, a joint day of action with a focus on the Atypical Scheme for Fisheries, Human Trafficking, breaches of employment permits, labour exploitation and immigration offences took place in partnership with the Police Service of Northern Ireland and saw 41 fishing vessels inspected with a relatively small number of breaches found as a result.

Child Exploitation Investigation

An Garda Síochána was notified by the New Zealand Police/Internal Affairs of the existence of a user on the TOR network who was distributing child exploitation imagery of what he was purporting to be his child.

As a result of investigation carried out by the Online Child Exploitation Unit an individual at an address in the Munster region was identified as the suspected offender. In conjunction with local Gardaí, members of GNPSB and the Garda Computer Crime Bureau assisted with a search at a house in March 2016.

A child and two vulnerable adults were rescued from the house and three individuals were arrested for child sexual exploitation offences.

One individual subsequently received a 20 year sentence, and the other received a 10 year sentence, both for sexual and child exploitation offences.

All the children are now safely in care.

Sex Offender Risk Assessment Management (SORAM)

SORAM launched its *Manual of Practice* at the inaugural National SORAM Conference held in November.

The manual will assist those agencies, including An Garda Síochána, involved in the multi-agency management process for high risk sex offenders living in the community.

Performance Indicator	Progress
Enhanced protection of children	<p>This target was achieved. Work targeted at child protection included ongoing engagement with the PSNI regarding a Child Protection Awareness Initiative; collaboration with the Child & Family Agency to enhance engagement between both agencies; and the continuation of Operation Pacifier (targeting online child pornography) in conjunction with the PSNI, prioritising cases with urgent child protection concerns.</p> <p>Preparations for the launch of new Sex Offender Risk Assessment and Management (SORAM) legislation were also progressed in advance of the commencement of the legislation, now expected in 2017. Similarly significant preparatory work for new Children First Guidelines expected in 2017 was completed.</p>

Performance Indicator	Progress
A consistent and professional service provided to all victims of crime and reduced re-victimisation	<p>This target was achieved. The Garda Victims Liaison Office maintained services to victims of crime in collaboration with partner agencies throughout the year. Divisional Garda Victim Services Offices, established in each division in 2015, completed their first full year in operation. A review of their performance and the overall experience of victims was conducted, with the results expected in Q1, 2017. Recommendations arising from the review will be implemented thereafter, to improve the service provided to victims of crime. The provision of additional training in relation to the EU Victims Directive was also examined and development of a new training programme progressed. Family Liaison Officers continued their work and frequent meetings were conducted with the Criminal Justice Strategic Group.</p> <p>Victim satisfaction measured through the Public Attitudes Survey remained static at 57% and the service is aiming to improve this rating in 2017. Of particular concern to the organisation is victim satisfaction. To address this issue the Garda Victim Liaison Office (GVLO) collaborated with the Garda Síochána Analysis Service (GSAS) to craft a response to the initial findings from Garda Victims Service Office (GVSO) surveys. The GVLO collaborated with the Garda Research Section at the Garda College in relation to a victim's literature review. Plans are now in place to hold workshops with victims of crime, before the overall findings are reported upon in 2017, as requested by the Policing Authority.</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. Simultaneously, Security & Intelligence is the central point of contact for An Garda Síochána with all external agencies with regard to international cooperation in the fight against terrorism and organised crime.



Interpol F.I.N.D. system
Allows for real time check for stolen/lost travel documents

500,000 passports checked in 2016
200 hits detected

went live in late 2016

Anti-terrorist operations

12 people charged

SEIZURES

- AK47-type assault rifles
- 75 rounds of ammunition

Convictions secured for possession of firearms or explosives, and IRA Membership

Cross-Border Policing

New Strategy document signed to further enhance co-operation between An Garda Síochána and PSNI

Areas included:

- Rural policing
- Intelligence sharing
- Service improvement

Security & Intelligence

2016 saw An Garda Síochána continue to take a proactive and strategic approach to criminal activity and national security to meet ever diversifying challenges. This was achieved by the careful application of well developed threat countermeasures.

As a result of this, Ireland continues to provide a safe and secure environment for its residents and businesses. While there is no specific information in relation to any threat to Ireland from international terrorism, An Garda Síochána

does not consider that Ireland is immune from this threat.

The threat level in this jurisdiction remains unchanged where “an attack is possible but not likely”. Notwithstanding this assessment, 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 cooperates very closely on an ongoing basis with our EU and international counterparts in sharing intelligence and responding to these threats.

Performance Indicator	Progress
Focused policing and security operations at the North/South border	<p>This target was achieved. Operationally and strategically An Garda Síochána continued to implement the Cross-Border Policing Strategy between An Garda Síochána and the Police Service of Northern Ireland and to support the high level multi-agency task force established to tackle cross-border organised crime.</p> <p>On the 28 September, 2016, the Garda Commissioner Nóirín O’ Sullivan; Minister for Justice and Equality, Francis Fitzgerald; Justice Minister, Clare Sugden; and the Chief Constable of the PSNI, George Hamilton met and signed a new Cross-Border Policing Strategy document. Implementation of the new strategy commenced immediately thereafter.</p>
International security enhanced	<p>This target was achieved. Throughout 2016 An Garda Síochána continued to fully participate in international law enforcement and security working groups through Europol. This involved planning; implementing; monitoring; and assessing performance in conjunction with our international partner agencies.</p> <p>Contact was maintained daily with the Police Service of Northern Ireland (PSNI) Intelligence Section and the National Crime Agency Liaison Office to ensure that agencies on both sides of the border collaborated to the fullest extent possible.</p>

Performance Indicator	Progress
<p>Better structures in place to manage and respond to existing and emerging threats</p>	<p>This target was partially achieved. Several projects which will contribute to improving structures to manage and respond to emerging threats were progressed substantively in 2016. Notably such projects included advancing work on Interpol 'PRUM' and 'Schengen Information Systems (SIS)'. Work in these areas will be continued in 2017. Human smuggling and trafficking operations are now better targeted through the use of the Fixed Interpol Network Database (FIND), which commenced implementation in November.</p> <p>Under the Modernisation and Renewal Programme (MRP) ongoing liaison with stakeholders continued in advance of the implementation of a Cyber Security Strategy in 2017.</p>

In 2016, the numbers of persons travelling, or looking to travel, to Iraq and Syria to join Daesh and other groupings fell dramatically and the concern has now shifted from those travelling to those who may be looking to return to European states. The majority of the threats currently facing European states and interests stem from the ongoing conflict in Iraq and Syria. The main security concerns for European states relate to the potential risk posed by returning foreign fighters from conflict zones, the radicalisation potential that exists in the conflict region and also across online/social media platforms, and the potential for an increase in attack planning on mainland Europe as Daesh lose territory in the region.

As part of our community policing approach, the Garda Bureau of Community Diversity and Integration (GBCDI) meets regularly with minority communities, including young people within those communities, to gain their trust and confidence. Our experience is that this reduces the opportunities for radicalisation and also encourages reporting of racist/hate crime experienced by members of these communities.

International co-operation and the sharing of information and intelligence between An Garda Síochána and other police and security services worldwide remains vital and can be a key tool in combating and responding to terrorism and extremism and this will continue on bilateral and multilateral platforms.

In relation to domestic terrorism, cross-border cooperation between An Garda Síochána and Northern Ireland-based counterparts played a key role in 2016 in the fight to combat the various terrorist and criminal activities on both

sides of the border.

An Garda Síochána continues to maintain an excellent working relationship with the Police Service of Northern Ireland and the UK's National Crime Agency in tackling cross-border organised crime, both dissident linked and otherwise. We remain committed to maintaining this relationship as a cornerstone of our counter-organised crime and counter-terrorism focus. Formal structures of cooperation, including those created under the auspices of the Fresh Start Agreement 2015, provided a wealth of strategic insights and enforcement opportunities during 2016.

The activities of serious and organised crime gangs and dissident groupings also presented significant challenges in 2016.

The increasing level of internecine conflict within the organised crime sphere required an on-the-ground preventative response from An Garda Síochána, as well as the development of international relationships with partner agencies. The formation of the Special Crime Task Force and an increase in Gardaí capable of providing armed support were a core aspect of our counter-organised crime activities. In addition, multiple additional links were forged between An Garda Síochána and law-enforcement colleagues worldwide to enhance our already strong working relationships and ability to tackle organised crime and the violence it perpetuates in our State. We have experienced significant successes in our intelligence-led operations in combating the supply of revenue and resources to organised criminal gangs.

While the trafficking of illegal drugs remains the main organised crime threat to the State, the scope of criminal activity in Ireland is ever broadening as organised crime gangs constantly seek to develop new sources of revenue. Ireland-based organised crime gangs are active in the sale of prescription drugs, cybercrime/cyber-enabled crime, financial fraud, money laundering, human trafficking/human smuggling, and excise based fraud.

Throughout 2016, An Garda Síochána proactively investigated the activities of terrorist and organised crime groupings by pursuing those responsible and bringing them before the courts, dismantling mechanisms through which such groups are structured and financed, and disrupting their activities.

This was achieved through increased co-operation and the exchange of vital information and intelligence with our international law enforcement and intelligence partners. The ever increasing transnational nature of threats means that international co-operation and sharing of information is more vital than ever before. The nature of policing and security threats will evolve and new challenges will come from this. An Garda Síochána will continue to develop to meet those challenges.

Performance Indicator	Progress
Improved intelligence management	<p>This target was achieved. The most advanced version of 'Oisín' a Garda Intelligence Management System was released in progressive phases in 2016. Oisín software was designed and implemented to improve the secure gathering, processing, management and dissemination of sensitive intelligence information within An Garda Síochána.</p> <p>System updates for the Oisín application are released on a quarterly basis and four of these system releases were completed during 2016. These updates include fixes for any system defects, as well as Change Requests that have been prioritised and approved for release by Security & Intelligence. User training was provided for any significant system updates and a further series of Refresher Training classes was completed in early 2017.</p>

Special Detective Unit (SDU)

The Special Detective Unit 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.

SDU were directly involved in ensuring the security of all official 1916 commemoration events throughout the country during this momentous year.

SDU also provided security for visiting VIPs including the official visit of HRH Prince Charles to Donegal in May and the State visit of U.S. Vice President Joe Biden to Ireland in June.

SDU saw a significant increase in anti-terrorist operations during 2015 and into 2016 which resulted in an unprecedented number of persons being arrested and charged before the Special Criminal Court.

In 2016 a total of 17 suspects were arrested and 12 were charged as a result of anti-terrorist operations and SDU investigations including:

- the recovery of three AK47 type assault rifles and 75 rounds of 7.62mm ammunition following the stopping a vehicle travelling north at Slane on 9th March. These items were forensically linked to the fatal shooting and events at the Regency Hotel a fortnight earlier;
- the recovery of 57kg of homemade explosives, consisting of ammonium nitrate fuel mix, and 38 x 2.5kg rolls of industrial explosives, at Naas Road, Dublin 12, on the 13th April;
- the arrest of a suspect on board a coach destined for Belfast at Busáras on the 16th June, and recovery of 1600 grams of TNT and 3 electronic detonators;
- the charging of two suspects for IRA Membership following the stopping of a vehicle and recovery of a 40mm mortar round in Co. Leitrim on 14th August;
- the arrest of three IRA suspects in Dublin 8 on 14th September after an intelligence-led operation culminated in the controlled delivery of items which were on the 'dark net' for the construction of improvised explosive devices;
- the recovery of explosive substances and arrest of IRA suspect in Co. Monaghan on the 21st September.

During 2016 SDU secured convictions in six out of six contested trials at the Special Criminal Court with an additional 10 cases being finalised on a guilty plea. These cases dealt with during 2016 resulted in sentences ranging

from 11 years for possession of explosives, six and a half years for IRA membership, and five years for firearms possession.

The Counter Terrorism International (CTI) Unit is part of the Special Detective Unit and is responsible for the security of the State.

A number of searches and arrests were carried out by the unit. These were connected to persons who wished to travel to conflict zones.

The unit worked closely with the Garda National Immigration Bureau (GNIB) in Operation Vantage and the GNECB in relation to terrorist financing. As part of the work CTI carried out with GNIB a person who An Garda Síochána believed was a facilitator in terrorism was removed from the State.

Performance Indicator	Progress
	This target was achieved. Throughout 2016 terrorist groups including those involved in organised crime were identified and targeted in Garda operations.
Terrorist groups including those involved in organised crime identified and targeted	Significant disruption was caused to such groups with the seizure of Improvised Explosive Devices; firearms and ammunition; and the arrest, detention and prosecution of suspects. Efforts to prevent and disrupt terrorist activity were co-ordinated on an ongoing basis in partnership with national and international partner agencies.

Liaison and Protection

Introduction of Interpol 'FIND' at Dublin Airport

Interpol's FIND integrated solution provides law enforcement with instant access to the Fixed Interpol Network Database (or FIND) via a secure communications network. 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 – typically in a matter of seconds.

The FIND system was implemented at Dublin Airport in November 2016 with extension to other major air and sea ports during December.

By the close of 2016 in excess of 500,000 passports and/or travel documents had been scanned on the FIND system with in excess of 200 'hits' detected. The 'hits' detected related to passports/travel documents which had been reported lost by the legitimate holder and which had subsequently been found and used by the legitimate holder who did not realize that the document had been revoked.

Schengen Information System II (SIS II)

SIS II is a pan-European database that passes real-time information from one participating country to another in the form of alerts in relation to people and property. The system will allow law enforcement in Member States to circulate alerts to all member states across Europe and respond to alerts incoming from other member states. The alerts include persons wanted for extradition, missing persons, witnesses or absconders or subject of criminal judgments, alerts on people or vehicles requiring discreet checks and alerts relating to objects that are misappropriated, lost, stolen or evidence that are sought for the purpose of seizure.

Through 2016 work intensified to progress Ireland's implementation project for SIS II and in December a contract was signed with a provider to develop a SIS II connection for law enforcement agencies in Ireland.

The above unit were involved in ongoing liaison with the European Justice & Home Affairs Council and coordination of Garda delegations to various expert Working Group meetings in Brussels in cooperation with Department of Justice & Equality throughout 2016.

There was also ongoing liaison with European Commission vis-à-vis EU Funded Projects, and implementation of Internal Security Fund National Programme of police projects in Ireland in cooperation with Directorate of Finance & Services (Responsible Authority) and Department of Justice & Equality (Monitoring Authority).

Some €9.25 million has been secured for police projects in Ireland for the period 2014 to 2020, and the International Coordination Unit at Liaison & Protection is overseeing this series of projects.

In addition, applications for grants from the European Commission "Horizon 2020" Research & Development fund has been strongly supported by An Garda Síochána. The Commissioner approved Garda partnership or Garda letters of support for 12 consortia applying for Horizon 2020 funding during 2016.

An Garda Síochána liaised closely with both Enterprise Ireland and the Police Service of Northern Ireland in this process. Various SMEs were also involved, as well as academia from University College Dublin, Trinity College, Dublin City University and others.

Major Emergency Management

The Garda Major Emergency Management office at Liaison & Protection facilitated coordination of the regional approach to Emergency Planning, as well as Cross Border planning. High level interaction with national structures was maintained via participation at Government Task Force, National Steering Group and National Working Group meetings, as well as periodic meetings on specific areas.

During the winter storms of 2015 / 2016, Liaison & Protection facilitated daily attendance at crisis management meetings at the National Emergency Coordination Centre in order to brief government and the public on the response to flooding and severe weather.

Garda Corporate Communications along with road policing specialists provided input and expertise, and the Garda Major Emergency Management office collated and presented daily national overviews from the Garda regions.

Case study: Eurojust

Eurojust is an agency of the European Union dealing with judicial cooperation in criminal matters. Ireland has seconded a national member via the office of the Director of Public Prosecutions.

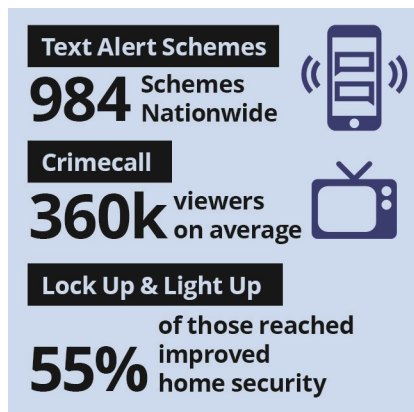
Within the limits of our national legal system, the International Coordination Unit facilitated close operational cooperation with Eurojust via operational meetings and information exchange.

In July 2016 An Garda Síochána also assisted in the organisation and hosting of a major awareness seminar on Eurojust for stakeholders in Ireland including the Revenue Commissioners, Naval Service, Attorney General's office, and the Chief State Solicitors amongst others. Over 100 delegates attended this successful event.

Performance Indicator	Progress
Improved organisational readiness for major emergencies	<p>This target was achieved. The Garda National Major Emergency Response Co-ordination Group continued to develop and improve readiness for major emergencies throughout 2016. Its work involved ongoing preparation for terrorist attacks and other major emergency situations with partner agencies, both national and international.</p> <p>An Garda Síochána participated fully in the work of the National Steering Group on Major Emergency Management. Activities undertaken in the course of the year included making presentations internally and externally; to national and international partner agencies; hosting meetings and workshops; and conducting table-top and operational exercises throughout the country over the course of the year.</p> <p>A number of live exercises were conducted in each region during the course of the year including a three-stage maritime exercise held in Drogheda Port in October; a train derailment exercise held in Sligo in October; and Irish Aviation Authority (IAA) exercises held in Galway in May.</p>

Community Safety

Interactions with the communities we serve are at the heart of what An Garda Síochána 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.



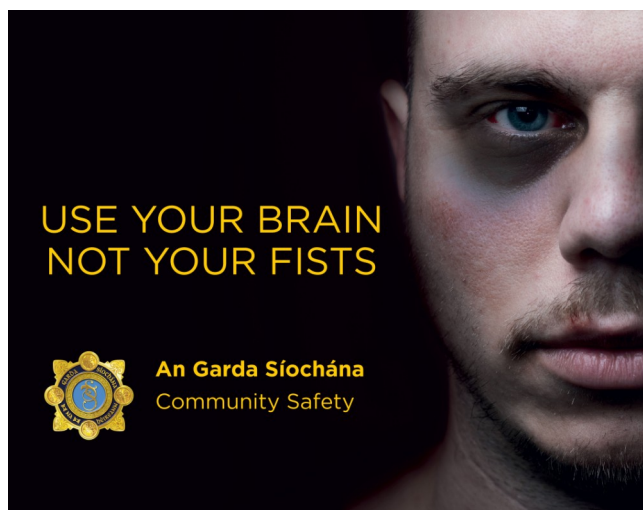
Policing Communities

Community Policing is a proactive, solution-based and community-driven form of policing. Community policing occurs where Gardaí and members of the community and statutory and voluntary agencies work together. Community Policing is an ethos which is mainstreamed throughout An Garda Síochána.

Community Engagement also utilises its presence at major events such as the National Ploughing Championships and Bloom to engage with the public.

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

Crime Prevention Campaigns



During 2016, campaigns were run on mobile phone theft, theft from cars, personal security while out at night ('Streetwise'), and home security ('Lock Up, Light Up').

Text Alert System

The Garda Text Alert System encourages people to report suspicious activity to An Garda Síochána who in turn will relay verified and appropriate crime prevention information to the public. The emphasis is on preventing crime through active partnership with communities. It also used to promote public safety during bad weather conditions.

Text Alert was established in 2013, and by the end of 2016 there were 984 schemes in place with 184,000 subscribers receiving texts from An Garda Síochána.

A number of campaigns took place during the year to provide important crime prevention messages to the public on key crimes.

To support the further expansion of the scheme, a Text Alert Rebate System to financially assist communities participating was introduced by the Department of Justice in October. An Garda Síochána also held a series of regional seminars to increase scheme efficiency and encourage communities to sign-up to Text Alert.

For these campaigns, Community Engagement provides Divisional Offices with communication packs including infographics for distribution to the public locally.

Crime Call

In 2016, Crime Call received an average audience of over 360,000 people. The programme continued to inform the public about how to protect themselves against crimes and use the road safely.

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

The programme enjoyed many successes, particularly across the CCTV and Most Wanted segments, resulting in identifications, arrests and charges.

Neighbourhood Watch Home Security Kit Bag

In July, a pilot of a Neighbourhood Watch 'Home Security Kit' bag was launched in Navan, Meath and Malahide, Dublin.

The initiative is aimed at residents in Neighbourhood Watch schemes who have limited security measures or people with a high level of fear of a crime happening when they are away on holiday or away from home for a period of time.

The resident loaning the home security kit simply acquires it from their local Neighbourhood Watch Coordinator who will issue the person with the kit and advise the person on where to place the equipment within their home. On their return from holidays the person returns the home security equipment to the Coordinator for further use in the Neighbourhood Watch Scheme.

Performance Indicator	Progress Report
A clear and consistent approach to community policing	This target was partially achieved. Under the Modernisation and Renewal Programme the development of a new Community Policing Framework was commenced during the year. Work will be completed by year-end 2017.

Crime Prevention Ambassador Programme Longford

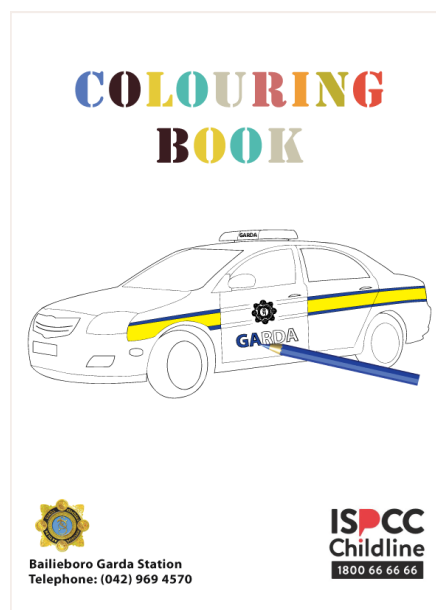
As part of the continued support for An Garda Síochána's Older People Strategy, the National Community Policing Office and the Garda Racial Intercultural and Diversity Office assisted Longford Community Policing Unit in establishing a pilot programme for the Crime Prevention Ambassadors in the Longford area. The purpose of the initiative is to tackle crimes against older people and to address the fear of crime directly.

The Crime Prevention Ambassador Programme involved the selection, training and appointment of 30 people to act as Crime Prevention Ambassadors for An Garda Síochána across the county of Longford.

"Colour Me Calm" Pilot Initiative

Community Engagement supported members in Bailieboro Garda Station in their development of an initiative called "Colour Me Calm", aimed at helping children who have unfortunately become caught up in traumatic incidents.

It involves first responder Gardaí providing a distraction to the children and shifting their focus from the traumatic event by providing them with a colouring book and set of crayons while the attending Gardaí deal with the incident.



The pilot period commenced in December and will conclude in March 2017.

Teenagers and Gardaí (T.A.G.)

The T.A.G. programme was developed to promote positive engagement amongst Gardaí and young people, and continues to be run successfully across a number of schools and Garda Youth Diversion Projects in the DMR.



TAG programme in the DÁN Garda Youth Diversion Project and the Fountain Youth Project, Dublin 8

"Beat the Street" Clare

The Ennis Beat the Street Soccer tournament celebrated its fifth season. Organised by Community Policing Ennis with assistance from the FAI and Clare District Soccer League, the tournaments helps bring together young people and local Gardaí.



National Retail Safety Day Drogheda

On the 8th December Gardaí in Drogheda ran an awareness campaign for retailers and the public on how to prevent loss from theft, particularly in the run-up to Christmas. Crime prevention clinics were held in busy shopping areas to provide advice to the public and Gardaí spoke with shoppers parking their cars to inform them about safe parking and locking of vehicles.

Garda Mobile Support Blackrock

This initiative saw Garda members visit older people in the community and stamp their passports, pensions and travel papers. More importantly, Community Gardaí used the visits to provide crime prevention advice to the older persons, especially those that are victims of crime. This

project was awarded a National Award by Age Friendly Ireland.

Case Study: Policing of University of Limerick (UL), Mary Immaculate (Mary I) and Limerick College of Art & Design (LCAD)

The work of Henry Street Community Policing Unit plays a significant part in the policing of the above Colleges. The planning commences prior to the start of the academic year in September,

Members of the Henry Street Community Policing Unit have a Campus Watch Programme in both UL and Mary I, which included orientation talks and distribution of Crime Prevention information.

Communication with students through the Colleges' Social Media accounts continued throughout the year in relation to crime prevention and advice, and weekly Garda Clinics were held in both colleges.

Human Rights & Diversity

It is the aim of An Garda Síochána to uphold and protect the human and constitutional rights of individuals by providing a high quality, effective policing service in partnership with the community and in co-operation with other agencies.

An Garda Síochána's Values and its Strategy Statement 2016-2018 state that a professional human rights based policing service will be of immense benefit to society and help grow the country's reputation as a safe and welcoming place for people to live, work, visit and invest in.

In support of upholding human rights, An Garda Síochána

Performance Indicator	Progress Report
Greater policing presence in our communities	<p>This target was achieved. The Public Attitude Survey was used to gauge perceptions under a number of headings and overall results were positive. When asked about patrolling local areas 'Are there regular patrols in your area?'; in Q4 36% of respondents said yes compared to 33% in Q1; 57% said no (55% in Q1), while 8% said they did not know (12% in Q1). When asked about perception of local police presence 'Local police presence is not enough, about right or too much?'; in Q4 56% of respondents said not enough compared to 59% in Q1; 38% said it is just right compared to 32% in Q1. A very small proportion said too much, while 5% did not know, compared to 8% in Q1.</p> <p>High visibility operations were conducted throughout the year in all regions. National Community Safety events took place regularly during 2016, including initiatives such as 'Supporting Safer Communities'; 'Lock up, Light up'; 'Retail Safety Day'; and 'National Property Recovered Day'. These campaigns were supported by Garda public information stands at major events such as 'Bloom in the Park' and the 'National Ploughing Championships'.</p>

Performance Indicator	Progress Report
Improved public satisfaction and reduced fear of crime	<p>This target was partially achieved. The Public Attitudes Survey showed that in Q4, 47% of people did not worry about being a victim of crime compared to 40% in Q1. Additionally in Q4 62% of people said fear of crime had no impact on the quality of life compared to 57% in Q1.</p> <p>An Garda Síochána worked to reduce the fear of crime by maximising use of local fora and Joint Policing Committees; promoting visibility; tackling public disorder and anti-social behaviour; and tackling the illegal consumption of alcohol in public places respectively. A new Crime Prevention Strategy was also developed and was under review at year end. It is intended to implement the strategy in 2017.</p> <p>The organisation also reached out to, engaged and developed positive collaborative partnerships with diverse, vulnerable and hard to reach groups including Age & Family Alliance; the Transgender Equality Network Ireland (TENI); Islamic Cultural Centre, Clonskeagh; various Mosques; Dublin City Interfaith Forum; the Traveller National Accommodation Consultative Committee; the Roma Steering Group Committee; 'Living Well with Dementia' group; the National Disability Authority; Cairde; Little People Association of Ireland; the Midlands Mediation Conflict initiative; City of Sanctuaries YWCA; the Turkish/Irish Education Committee; Russian 'Club Kosa' members; and individuals and groups from a range of countries including Austria, Iraq, Palestine, Kenya, Zimbabwe, Libya and Tunisia.</p>

contributed to the Policing Authority's development of a Code of Ethics and committed to embedding it comprehensively throughout the organisation. The Code of Ethics was published by the Policing Authority in early 2017.

A core commitment of the Modernisation and Renewal Programme is to provide a human rights focused policing service. As part of this, the organisation established a Human Rights Unit on 1st September. A human rights researcher was employed in 2016 to help develop a Human Rights Manual of Guidance for the organisation to address the Constitution of Ireland and European Convention on Human Rights and other relevant human rights instruments on a right by right basis relevant to policing.

The Manual will be a human rights resource for An Garda Síochána and a reference point for policy drafters, training and operational personnel.

A number of other initiatives were undertaken by the Garda Bureau of Community Diversity and Integration during 2016 to foster good relations in a multi-ethnic environment and provide a human rights focused police service to all citizens. These initiatives included the following:

Ethnic Liaison Officer (ELO) Seminar

An 'Engaging with minority communities' seminar was held in June for ELO/Lesbian Gay Bi-sexual Transgender (LGBT) officers from all 28 Garda Divisions and our Police Service of Northern Ireland (PSNI) colleagues.

At the seminar, a new 'Practitioner's Guide to Recording Hate Motivated Incidents on PULSE' was highlighted to Garda members to assist in the correct reporting and recording of incidents motivated by hate, hostility or discrimination on the basis of perceived characteristics of the victim.

While addressing the seminar, Commissioner O'Sullivan emphasised the good work being done by ELO/LGBT officers in their ongoing engagement with the many diverse communities seeking the services and support of An Garda Síochána.

Traveller Mediation and Conflict Training programme

As part of a pilot Traveller Mediation and Conflict training programme, the Midland Traveller Community Mediation Initiative, Health Service Executive, Midland Regional Hospital, Tullamore, Co. Offaly, and the Garda Racial and Intercultural Office helped developed a process to enhance relations between Travellers and An Garda Síochána. This initiative took part in two stages during 2016.

Case Study: Organising an open day in Castleblayney

Gardaí decided to host an event that had a focus on traditional food, dress, music, art and dress form around the world.

To target as many people as possible in the Carrickmacross District it was decided to approach the schools with flyers given to each child to bring home. A number of children agreed to sing and dance at the event and a student's mother from Scoil na gCailíní to organise and coach an Irish dance group made up of different nationalities.

Gardaí called to local families, engaged with people on the street while on the beat in the locality, placed posters around different towns and encouraged the use of social media to increase interest.

On Sunday afternoon 20th March 2016 the doors of Iontas, Castleblayney opened and over 200 locals representing Brazil, China, Congo, Egypt, Hungary, India, Ireland, Latvia, Lithuania, Pakistan, Philippines, Poland, Romania, Russia and Sri Lanka attended. Each country present had brought along a selection of their country's food, local artists from China and Poland displayed their beautiful art work, and traditional dress was also worn by a large number of those present.



Children at the Garda Open Day, Castleblayney (c) Magda Ziobro

International Women’s Day

To celebrate International Women’s Day, Commissioner Nóirín O’Sullivan was invited as special guest of honour to address the Islamic Women of Ireland at the Islamic Cultural Centre.

The Commissioner’s address included an overview of the vulnerabilities pertaining to Islamic women, and of the specialised services that are available to the Islamic community through the Garda Bureau of Community, Diversity & Integration, and locally appointed Garda Ethnic Liaison Officers.

Performance Indicator	Progress Report
Improved public confidence and trust	<p>This target was achieved. Public Attitude Survey respondents are asked to assign a number between 1 and 10 to quantify their level of trust in An Garda Síochána. The highest trust level was assigned number 10 while the lowest trust level was 1. In 2015, 85% of Public Attitude Survey respondents had a mid to high level of trust in An Garda Síochána; this rose to 88% in 2016.</p> <p>As set out above, An Garda Síochána worked towards these goals by maximising the use of local fora and Joint Policing Committees; promoting visibility; tackling public disorder and anti-social behaviour; and tackling the illegal consumption of alcohol in public places respectively. A new Crime Prevention Strategy was also developed and was under review at year end. Our members also reached out to, engaged and developed positive collaborative partnerships with diverse, vulnerable and hard to reach groups across the country.</p>

Commissioner's Visit to the Islamic Cultural Centre of Ireland

In July, Commissioner O'Sullivan visited the Islamic Cultural Centre of Ireland. During the visit, Commissioner O'Sullivan reinforced An Garda Síochána's commitment to developing relations with Ireland's Muslim community and emphasised that the role of the Garda Bureau of Community, Diversity & Integration was to liaise with minority communities and reassure them of the Garda services available without discrimination at national level.

The Commissioner pledged full support in the prevention and detection of hate crime and Islamophobia committed against members of the Muslim community.

Performance Indicator	Progress
Better management of offenders and a reduced rate of recidivism	<p>This target was partially achieved.</p> <p>New policy and procedural documents under the title 'Strategic Approach to Offender Recidivism (SAOR)' were developed and approved during 2016 and will be implemented throughout 2017.</p> <p>The Joint Agency Approach to Offender Recidivism (J-ARC) continued in three divisions during the year and following its success and further development it will be implemented in further divisions in 2017.</p>

Human Rights training

Human Rights is mainstreamed through all training for ELO/LGBT Officers with a specific presentation on 'The Application of the Constitutional and International Human Rights Standards through Anti-Discriminatory Policing Techniques' presented as part of the course. During 2016 training courses were delivered to 80 Gardaí in Athlone, Galway, Limerick and Waterford.

Gardaí who are due to embark on foreign service receive targeted training covering not only the history and the legal considerations of the country they are due to serve in, but also pertinent United Nations conventions and their role in the overseeing of application of human rights standards in the mission area. They are also given specific training on human rights breach investigation techniques. In 2016, 20 Gardaí received this training.

A module is delivered to CHIS handlers and controllers prior to their appointment entitled: 'The Application of the International Human Rights Standards in the control of Covert Human Intelligence Sources'. 40 members received this training in 2016.

Performance Indicator	Progress
Reductions in public disorder and anti-social behaviour	<p>This target was achieved. Public order and drunkenness offences decreased in comparison to 2015 from 25,347 to 23,770 incidents (-6%). Additionally, the number of Anti-Social Behaviour Orders issued decreased to 865 (-31%) in comparison to 2015.</p> <p>This target was achieved through campaigns such as 'StreetSafe 2016'; specific operations and public safety campaigns aimed at reducing incidents of public disorder and anti-social behaviour; and a particular emphasis on high visibility and pro-active policing at events on Saint Patricks Day and at Easter 1916 commemorative events.</p>

Case Study - Early intervention Cork

Community Gardaí in the Blackrock area in Cork worked with local agencies, schools and creches to develop an early intervention programme for children and their parents.

In recent years, Gardaí had experienced an increase in adverse behaviour amongst young children in the Mahon/Blackrock area.

To start to address this, a training programme for teachers in participating schools has been established. In addition, funding has been secured to train volunteers from various agencies within the community to enable them to introduce the PEEP (Peers Early Education Partnership) programme.

All agencies in the community dealing with children are working together to break the cycle of intergenerational problems. The programme provides the perfect platform from which to tackle the issue of insufficient early childhood development. It is an early problem solving mechanism to potentially prevent a lifetime of social and personal degradation.

Reducing Re-offending

Youth Diversion Office

The Garda Youth Diversion Office partners on a regular basis with the Irish Youth Justice Service (IYJS) in the area of the Garda Youth Diversion Projects. The Garda Youth Diversion Office develops programmes and interventions with the IYJS and community based stakeholders as part of the 'Best Practice' team to provide direction for Garda Youth Diversion Projects and review service delivery.

During 2016, the Garda Youth Diversion Office provided a number of presentations to the Working Group set up by the Garda Commissioner and chaired by retired Judge Gillian Hussey to review the Diversion Programme.

The team at the Garda Youth Diversion Office held two fairs at the Garda Training College highlighting the work of Juvenile Liaison Officers particularly in the area of restorative justice and how it works to repair harm caused to victims of crime.

The Garda Youth Diversion Office has also addressed Phase 3 Garda probationers on the work of the Diversion Programme and their role in same, as well as delivering presentations to the Senior Investigating Officer Conference and the CEPOL Conference on the benefits of the Diversion Programme.

Joint Agency Response to Crime (J-ARC)

This joint strategy between An Garda Síochána, the Probation Service, and the Irish Prison Service aims to implement a multi-agency approach to the management of crime, prioritise certain prolific offenders and develop specific initiatives which will address their behaviour and reduce crime thereby increasing community safety.

There are currently three operational initiatives to address the behaviour of identified prolific offenders developed under the J-ARC initiative:

- STRIVE Ballymun

This targets those causing a high level of harm or disruption to a designated area in East Ballymun. An Garda Síochána, The Probation Service and the Irish Prison Service along with other agencies motivate the targets to desist from crime.

- BRIDGE Change Works Programme

This programme is located in Dublin, and works with violent

offenders. It is aligned to Garda case management, probation case management, integrated sentence management and Community Return (under the Irish Prison Service).

- ACER 3

This focuses on an integrated approach to offenders who have been convicted or charged with burglary or burglary related offences in the Dublin 8 and Dublin 24 areas. It places the offender at the centre of the process and provides a coordinated response identifying his/ her needs, strengths and risk through interagency cooperation.

Due to the successful implementation of the ACER 3 J-ARC initiative the pilot was further extended to Waterford, Limerick City and Dundalk.

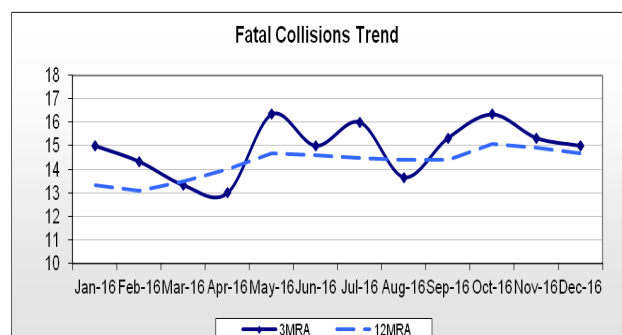
Roads Safety

Unfortunately there was a marked increase in road deaths in 2016, with a total of 188 lives lost on the roads in 176 fatal collisions. This represented a 16% increase in fatalities and a 14% increase in fatal collisions from 2015.

Fatalities by road user type were:

- 83 Drivers (44%)
- 38 Passengers (20%)
- 35 Pedestrians (19%)
- 10 Cyclists (5.5%)
- 21 Motorcyclists (11%)
- 1 Pillion passenger (0.5%)

There were 140 males and 48 females killed in fatal road traffic collisions. The day that carried the most risk on the road was Sunday, accounting for 20.7% of all fatal collisions.



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

The time of the day that carried the most risk on the road was between 4pm-6pm, accounting for 15.4% of all fatal collisions. Almost one third (32%) of all fatalities were between 16 and 30 years of age and nearly a quarter (23%) of all vehicular fatalities had no safety belt on at the time of the collision.

Enforcement Activity

There were many enforcement operations carried out throughout the year with the aim of detecting errant drivers and changing road user behaviour, especially in relation to offences that most frequently result in fatalities.

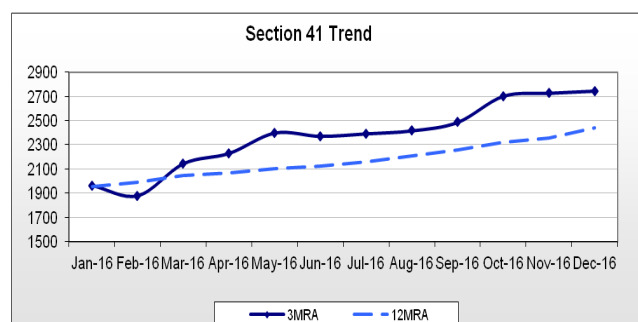
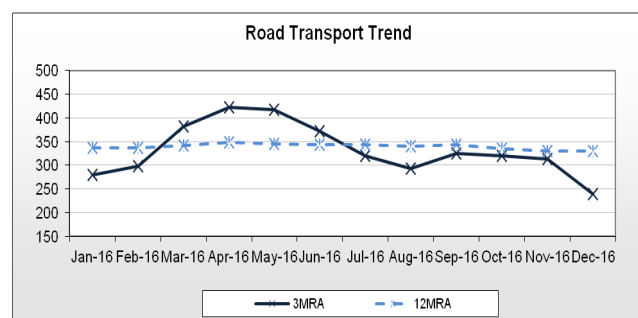
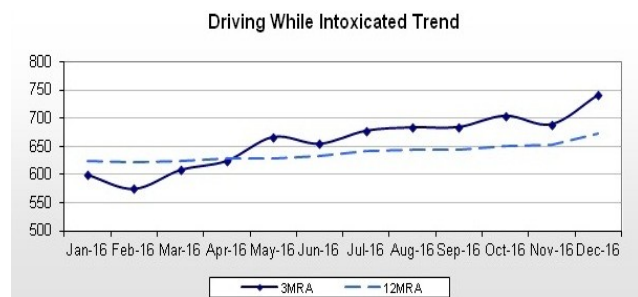
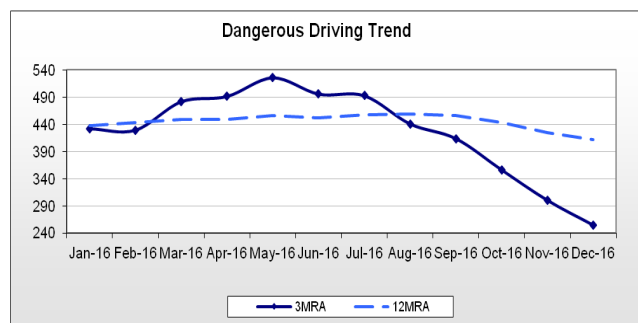
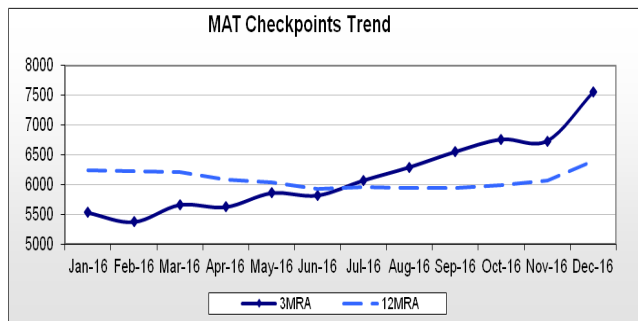
In particular, intoxicated driving arrests increased by 9% in 2016 compared to 2015, and the number of intoxicated driving checkpoints increased by 2%.

	2015	2016	Change	Percentage Change
Driving while intoxicated (DWI)	7,417	8,064	+647	+9%
Intoxicated driving checkpoints	75,331	76,752	+1,421	+2%
Road transport incidents	3,980	3,994	+14	0.35%
Dangerous Driving	5,184	5,394	+210	+4%
Section 41 Detention of Vehicles	2,3031	29,283	+6,252	+27%
Speeding	2,17931	17,1628	-46,303	-21%
Seatbelts	1,0841	9,800	-1,041	-10%
Mobile Phones	2,8777	28,095	-682	-2.5%

*DWI refers to arrests, all other statistics refer to offences detected

Road Safety Unit

Alongside traditional enforcement operations, there were several additional educational interventions carried out. There were two "Slow Down" days, Project EDWARD (European Day Without A Road Death) and the Christmas and New Year anti-drink driving campaigns which were heavily publicised across all media platforms. In addition, the Road Safety Unit attended the Ploughing Championship and Young Scientist Exhibition.

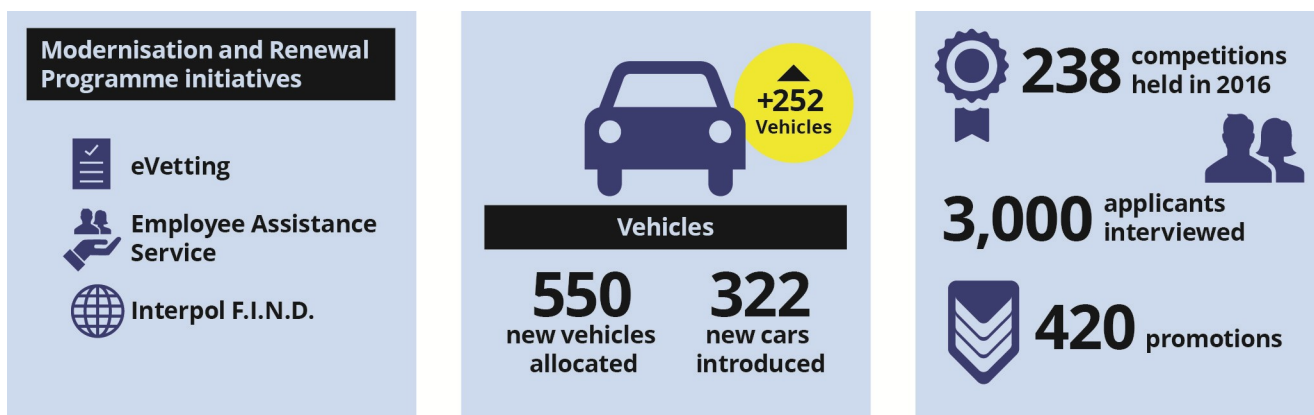




Performance Indicator	Progress Report
<p>Improved safety on our roads and in our communities</p>	<p>This target was not achieved. In the year-on-year comparison, fatal collisions increased from 155 to 176 (+14%). Fatalities increased from 162 to 188 (+16%). Serious injury collisions increased from 352 to 497 (+41%) and the number of serious injuries increased from 404 to 517 (+28%).</p> <p>Speeding detections decreased, both intercept (-12%) and non-intercept (-23%); seatbelt detections decreased by 11.9%; and mobile phone detections decreased by 3.5%. The number of Mandatory Alcohol Testing Checkpoints, at 68,478, decreased by 9%.</p> <p>The issue of Roads Policing is prioritised in the Policing Plan 2017. Several measures are to be implemented to address the trend in 2016 including increasing the use of technologies and analytical tools to reduce road collisions and strengthening and redevelopment of the Garda Traffic Corps.</p>
<p>More efficient and effective Fixed Charge Processing System and greater accountability</p>	<p>This target was achieved. New software to support improved use of Fixed Charge Processing System (FCPS) technology was developed and tested by the end of the year. Implementation will take place in Q1 2017.</p>
<p>More access to ANPR technology to track and target criminals and road offenders</p>	<p>This target was not achieved. Due to the need for legal clarification from the Office of the Attorney General, the project to expand use of ANPR technology has been postponed.</p> <p>This issue will be revisited once clarity on the legal ramifications of proposed use of ANPR for a wider range of policing activities is attained.</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.



Innovation and Efficiency

The Strategic Transformation Office (STO) & the Modernisation and Renewal Programme (MRP)

The MRP is a large programme of work which will see a phased implementation of various projects to transform the Garda Organisation over a five year period. It is being driven by the Strategic Transformation Office (STO).

With any programme of this size, and with such a considerable number of projects to be managed, it is essential that a robust governance structure exists. The programme also needs to be flexible in order to move with ever changing demands, and the MRP has demonstrated this throughout 2016 when it has adapted and reprioritised projects in response to changing policing priorities in the



communities we serve.

The inclusion and prioritisation of the Government Anti Money Laundering System (GoAML) is an example of this. This project will be an integral part of the transformation of An Garda Síochána with regard to tackling organised crime, its proceeds and the financing of terrorism.

Performance Indicator	Progress
Improved response capability to calls for service	<p>This target was partially achieved. A project designed to provide an interim solution to the issue of standardising the manner in which Gardaí are dispatched to calls for service was commenced through the Modernisation and Renewal Programme (MRP). Plans to establish four Control Rooms were approved in principle and Business Owners were appointed to each of those four projects. This work is continuing in 2017, pending the development and implementation of an enhanced call dispatch service nationally over the coming years.</p> <p>A 'Call Handling and Incident Recording' policy was introduced in November.</p>
A better control room service for the organisation and the public	<p>This target was partially achieved. As set out above, a project designed to provide an interim solution to the issue of standardising the manner in which Gardaí are dispatched to calls for service was progressed substantively during the year.</p> <p>Work also continued under the Modernisation and Renewal Programme to develop a significantly enhanced call dispatch service nationally over the coming years.</p>

There have been many milestones achieved in 2016.

- Governance

A core element of the Modernisation and Renewal Programme was the establishment and implementation of four new Programme Boards which are responsible for the delivery of a number of projects and which provide a consistent governance structure to each initiative that falls under their remit.

We have introduced six Governance Boards which will drive governance across the organisation and ensure oversight, accountability and compliance. These structures will ensure we move toward the successful delivery of this programme.

Defined governance and Programme Management Office (PMO) processes have been developed to ensure a professional approach is applied, rigour and quality is embedded, and successful implementation is achieved for the programme.

The STO has also developed a reporting function to report on how internal and external recommendations are being addressed by the organisation.

- Project Delivery

Significant progress has been made in progressing projects through the Modernisation and Renewal Programme. All projects within the programme were prioritised and allocated to one of four programme boards for completion. Forty five projects are currently progressing through the four programme boards.

















- Creating awareness and understanding

The Modernisation and Renewal Programme has been conscious to ensure every effort has been given in 2016 to promote awareness and understanding of the Programme together with the many benefits it will bring to all Garda personnel.

Projects Completed	
Project	Description
Property and Exhibits Management System Part 1	Electronic recording of property and exhibits
eVetting	The facility to process online applications with the Garda National Vetting Bureau
Interpol FIND	Enables the Garda National Immigration Bureau to search within the Interpol Stolen Lost Travel Document Database
Enhanced Network Access to Rural Stations	Equip all rural Garda stations with network access
Employee Assistance – 24 Hour Service	24 hour employee support and referral service
Risk Management Training Commenced	Training for Senior Garda Management, co-facilitated by new Garda Risk Management Unit and the IPA
Armed Support Unit established in the DMR	Provide a second-tier armed response for critical incidents

Performance Indicator	Progress Report
Ongoing delivery of a professional, modern and reformed policing and security service	<p>This target was achieved. A central hub of skilled resources (the Strategic Transformation Office) was set up to manage, co-ordinate and deliver the Modernisation and Renewal Programme.</p> <p>The transformation programme governance model and programme management approach were defined and signed off by the Garda Executive in March 2016.</p> <p>Programme Board Meetings were held throughout each month to support the progression of all projects currently being implemented.</p>
Improved performance and development of Garda members and Garda staff	<p>This target was partially achieved. The PALF is an initiative within the Modernisation and Renewal Programme. This initiative will include the deployment of a performance management framework and IT system to provide direction, feedback and developmental support for members.</p> <p>The target will be progressed in 2017 pending agreement with unions and representative associations.</p>

Modernisation and Renewal Programme Projects 2016

<p>Launch of the Modernisation and Renewal Programme, a comprehensive and detailed 5 year plan to professionalise and modernise the organisation</p>		<p>Six Governance Boards for the organisation established which have increased governance and oversight across An Garda Síochána</p>	
<p>Launch of Property and Exhibits Management System (PEMS) 1 which has ensured that all property and exhibits in Garda custody are now recorded electronically</p>		<p>Interpol FIND has improved national security whilst also ensuring Ireland retained its US visa-waiver status and remains compliant with EU regulations</p>	
<p>Business Owners assigned and mobilised for over 40 wide-ranging projects soon to be delivered</p>		<p>E-Vetting go-live has reduced time to process applications from five weeks to just five days</p>	
<p>New Armed Support Unit established within the DMR to provide high visibility patrolling and response against both organised crime and terrorist groups</p>		<p>Policing Authority Liaison Office established to assist the Policing Authority with its work</p>	
<p>Ten rural stations received access to the Garda network and associated systems with 100 more expected to be networked by the end of 2017</p>		<p>Protected Disclosures Policy launched to ensure any individual of An Garda Síochána who raises issues will be listened to and fully supported</p>	
<p>Major increases to Garda Fleet with almost €1 million invested in transport vehicles</p>		<p>Cell Refurbishment Programme saw cells in 66 Garda stations across the country refurbished</p>	
<p>Intake of over 650 new sworn Garda members brought numbers in the organisation to the highest level since 2013</p>		<p>Significant building and refurbishment projects progressed including new Regional Headquarters at Galway and Divisional Headquarters at Wexford & Kevin St., Dublin</p>	
<p>Civilian Peer Support Service Training for network of civilian personnel to provide confidential support to colleagues experiencing workplace trauma</p>		<p>Independent 24-7 confidential counselling helpline was launched to ensure members are supported on a wide-range of work and personal related issues</p>	

Performance Indicator	Progress Report
Consistent approach to policy development and review	<p>This target was partially achieved. The development and implementation of a policy framework is a part of the Modernisation and Renewal Programme and was progressed throughout the year. The initiative includes five stages (projects) as follows:</p> <ul style="list-style-type: none"> • Policy Governance Structure • Policy Ownership Matrix • Governance Document Audit • Central Repository • Garda Website and Portal <p>The Policy Governance Structure project and the Policy Ownership Matrix project were advanced in 2016. Work included the development of a policy governance process; policy document hierarchy; template documents to assist policy writers; 'how to' documents for the development, implementation, monitoring and review of policy; a draft Policy Ownership Matrix and a variety of support documents and presentation materials.</p> <p>Implementation of the new framework is expected in Q2 2017.</p>
Improved administrative processes and reduced bureaucracy	<p>This target was partially achieved. Significant progress in establishing a Corporate Services Function was made throughout the year. However this is a multi-year initiative within the Modernisation and Renewal Programme and will be continued throughout 2017.</p>

The Garda Professional Standards Unit (GPSU)

In 2016 the unit continued to provide internal oversight through its comprehensive examination and review process, in accordance with its statutory remit.

During the year GPSU monitored compliance with the revised FCPS cancellation policy and conducted audits to monitor and promote compliance with the relevant sections of the Garda Síochána Data Protection Code of Practice.

Alongside the Garda Internal Audit Section (GIAS), GPSU also provided an independent oversight process in relation to the Garda Inspection & Reviews process.

The unit liaised with numerous external stakeholders including the Commissions of Investigation, Sworn Enquiries, the Central Statistics Office, the Health and Safety Authority and the Garda Síochána Inspectorate.

During the course of operational examinations throughout the year, GPSU identified organisational matters and proposed performance improvement measures to senior Garda management.

The unit also made regular presentations to Phase II students and personnel on continuous professional

development and promotion courses with a view to promoting higher standards of practice within the organisation.

Justice Reform

The Government programme of justice reform is aimed at strengthening the accountability of An Garda Síochána. The programme's progress is overseen by the Cabinet Committee on Justice Reform, which is chaired by the Taoiseach.

A cornerstone of the Government's reform programme involves legislative reform and on the 18 December 2015 legislation to establish an independent Policing Authority was enacted. The Authority commenced operation on the 1 January 2016.

An Garda Síochána established the Policing Authority Liaison Office in the first quarter of 2016 to actively support the Authority in its legislative function and to achieve and maintain a positive mutual relationship. The Office manages the provision of information and documentation to the Policing Authority, and liaises with them in preparation for meetings with An Garda Síochána.

During 2016, over 200 requests for information/documentation were received by the Liaison Office and over 400 documents were provided.

Over 40 meetings between An Garda Síochána and the Authority were arranged by the Liaison Office during the year. A total of 12 meetings with the Commissioner were held in 2016, with five of those in public.

Three Committees (Policing Strategy and Performance, Appointments, and Code of Ethics) were established by the Authority and An Garda Síochána attended 14 meetings across the Committees.

In July 2016, the Department of Justice and Equality and An Garda Síochána agreed a Governance Framework. The document sets out the broad governance and accountability framework within which An Garda Síochána operates. It also defines key roles and responsibilities that underpin the relationship between An Garda Síochána and the Department, the Minister and the Government.

Separate governance frameworks will be drawn up in respect of the Garda Síochána Ombudsman Commission, the Garda Síochána Inspectorate and the Policing Authority, to reflect their relationships with the Department and An Garda Síochána.

2016 also saw An Garda Síochána complete a Corporate Governance Framework, which fulfilled a key action of the Civil Service Renewal Plan.

The purpose of this Corporate Governance Framework is to provide a clear outline of the principal aspects of Corporate Governance in An Garda Síochána. To achieve the elements of good governance, An Garda Síochána must have an effective leadership, collectively responsible for its commitment to ethical values, principles and objectives, while operating in the public interest and within the legislative framework.

The Governance Framework sets out the structures and working arrangements that comprises the internal governance and senior management framework of An Garda Síochána as they have been developed to date. The organisation will continue to develop its structures, processes and procedures, and update the framework as it continues to implement the Modernisation and Renewal Programme.

Performance Indicator	Progress
Data quality improved	<p>This target was partially achieved. Improvement in data quality were implemented through several initiatives:</p> <ul style="list-style-type: none"> • The Garda Information Services Centre (GISC) which has responsibility for recording and reviewing incidents on the PULSE computer system made some changes in relation to PULSE Incident review. Specifically, the targeting of limited reviewer resources was improved. This was done by expanding the use of 'automated reviews' of low-risk incidents to 193,359 in 2016 (from 116,546 in 2015); and by ensuring that incidents requiring '1st review' were identified, prioritised and reviewed during the year. In addition, a detailed incident-creation manual was made available and kept updated on the internal Garda Portal for ease of reference for both members and civilians. • PULSE release 6.8 was implemented for the first full year in 2016. Implementation provided changes not only in software to aid in the provision of victim support and enhanced incident management; but to processes supporting its implementation; and the development of specific roles and responsibilities to supporting improvements in data quality and the effective review of all PULSE incidents. • As referenced above, implementation of the existing Property and Exhibit Management System (PEMS) nationwide was completed, and work progressed throughout the year on the development of a new PEMS system to provide a number of enhancements including the integration of PEMS and PULSE systems and the development of a secure interface with software used by Forensic Science Ireland (FSI); all of which have and will contribute to improvements in data quality.

Performance Indicator	Progress Report
<p>Improved collaboration with oversight bodies</p>	<p>This target was achieved. An Garda Síochána continued to implement recommendations and feedback from the Garda Inspectorate. Liaison with the Inspectorate in relation to recommendations of Garda Inspectorate Reports 6, 7, 8, 9, and 10 continued throughout the year. A response in relation to Report 11 was transmitted to the Minister for Justice and Equality; and a briefing was given to the Garda Inspectorate on the Modernisation and Renewal Programme.</p> <p>The Policing Authority Liaison Office was established under the remit of Deputy Commissioner, Governance & Strategy; and Garda representatives were nominated by the Commissioner to assist the Policing Authority in its work.</p> <p>Reviews of draft Relationship Arrangements were conducted by the Commissioner and Chairperson of the Authority in November. Final amendments are to be agreed at the quarterly liaison meeting in January, 2017.</p> <p>The Policing Authority Liaison Office arranged numerous meetings throughout the year and facilitated requests for information and documentation from the Authority.</p> <p>GSOC was supported throughout 2016 by developing agreed operating procedures under the Protected Disclosures Act, 2014. These were fully accepted and operational at the end of the year. Bi-monthly management meetings were facilitated. Rollout to divisions of best practice for complaint and discipline investigations and compliance with inter-agency protocols also continued during the year.</p>
<p>Improved professional and collaborative relationships with partner agencies</p>	<p>This target was achieved.</p> <ul style="list-style-type: none"> • During the year a communications strategy with the PSNI for the Joint Agency Taskforce was developed and implementation was commenced. • Meetings were held with a key national utility provider on issues of mutual concern such as security of critical infrastructure. • Liaison was maintained with academia in the field of international terrorism studies and cyber security. • The Head of Internal Audit engaged with the Institute of Public Administration to provide the Introduction to Internal Audit Course. • Engagement in EU research projects also continued in relation to Horizon 2020, the Internal Security Fund (ISF) and the 7th Framework Programme during first quarter 2016. • Discussions also took place with the BBC around the production of a documentary on cross-border crime.

Finance

Environmental Strategy

In 2016, the Energy Management Project Team in An Garda Síochána attained the ISO Energy Management Certification. An Garda Síochána is now one of the first police services in the world to gain ISO 50001 certification and is among the leading public sector organisations in Ireland (above the 26th percentile) for energy performance having already achieved 17.3% energy savings towards its

33% 2020 target.

At the Sustainable Energy Awards in 2016, An Garda Síochána was named as a finalist for the Public Sector Award for the work of the energy team in following a strategy and programme of activities based on and driven by the ISO 50001 standard. This work also led to the energy team winning the National Procurement Award in 2016 for Green Project of the year.

Performance Indicator	Progress Report
Increased operational efficiency at reduced cost	This target was achieved. Contracts were put in place for barrier hire and risk management training. Classroom audio visual training and photographic equipment tenders were published. A contract for medical services for detainees was ongoing and consultation continued at year end with the Health Service Executive in relation to qualifications and statistical data on usage of doctors. A Counselling Services Contract was completed and the service was launched. The Garda website tender concluded and a contract was signed. The Office of Government Procurement (OGP) launched new Framework Agreements for electrical goods and cleaning supplies, An Garda Síochána and the OGP ran a series of competitions in Q4 2016. Collaboration with the OGP will be continued in 2017.

Procurement

2016 saw:

- 9 tenders published by An Garda Síochána
- 17 tenders published by the OGP in which An Garda Síochána was part of the Sourcing Team
- 29 contracts awarded in 2016 by An Garda Síochána following 2015/16 procurement exercises
- 15 contracts awarded by An Garda Síochána following the establishment of OGP Frameworks

In addition Garda Procurement processed:

- 37 faxed tenders
- 74 contracts extensions/renewals

As the lead procurement agency for the State Bodies including An Garda Síochána, the OGP is responsible for sourcing and tendering for specific categories of expenditure. Garda Procurement submits a detailed list of contracts to OGP management annually for inclusion in the OGP Service plan for the following year.

Estate Management

Progress continued in 2016 on the development of new Divisional HQ Stations at Kevin St and Wexford and the development of a new Regional/Divisional HQ Station in Galway.

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;
- dedicated facilities for custody management;
- enhanced training facilities for members;
- storage facilities for property and evidential items;

- suitable welfare facilities for Garda members and staff.

The new stations will be landmark civic buildings in their respective communities and support the renewal and modernisation of An Garda Síochána.

Garda Housing 2016:

66 cells refurbished






Projects completed under the *Garda Capital Investment Programme 2016-2022*:

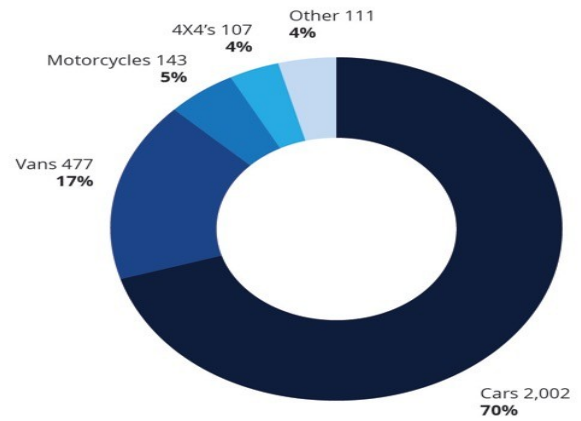
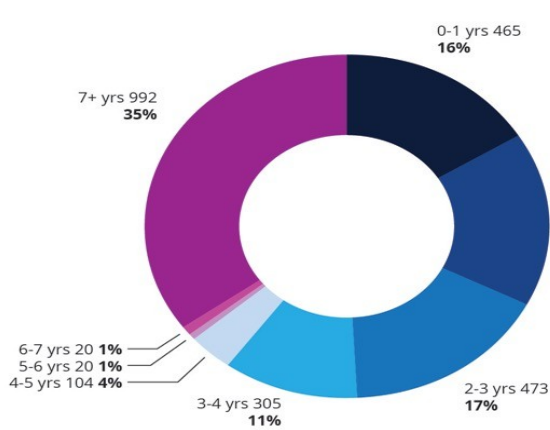
- essential remediation works on Bailieborough station, Co Cavan;
- safety and upgrade works for one block in the Garda College;
- safety and upgrade works Henry Street, Limerick;
- construction on PEMS Store Castlebar, Co Mayo;
- construction on PEMS Store Ennis, Co Clare.

Performance Indicator	Progress Report
Improved facilities for the management of property and evidential material	This target was achieved. Construction was completed on the provision of purpose built Property and Exhibit Management (PEMS) stores in Ennis and Castlebar in conjunction with the implementation of the existing Property and Exhibits Management System nationwide.



The Garda Fleet

	Cars 	Vans 	Motorcycles 	4X4'S 	Other 	Total
Allocated in 2016	322	145	61	37	32	597
Decommissioned in 2016	229	63	13	17	23	345
Garda fleet in 2016	2,002	477	143	107	111	2,840



Age of Garda Fleet

Make up of Garda Fleet



Performance Indicator	Progress Report
Fleet to support the delivery of the Policing Plan	This target was achieved. Annual budgets were allocated and devolved to relevant budget managers within the organisation and 597 new vehicles were allocated during the year.

Human Resources and the Garda College

Staffing levels

As at 31 st December 2016	
Sworn Members	12,943
Civilian Staff	1998.872 (working time equivalent)
Reserve	695

Civilian appointments

In recognising the key role that all Garda staff will play in achieving the required change, the Modernisation and Renewal Programme outlines a number of key HR objectives to be achieved over the period including:

- the development of a Human Resource Strategy;
- the introduction of a HR Operating Model ;
- the development of an integrated Human Resources Integrated System;
- the development of a workforce plan.

A Government decision in July 2016 approved bringing the workforce to 15,000 Garda members, 4,000 civilian staff and 2,000 Garda Reserves by 2021.

The organisation is working closely with the Policing Authority, the Departments of Justice & Equality and Public Expenditure & Reform, and the Public Appointments Service to implement this.

Incentivised Career Break

A three-year incentivised career break for members of An Garda Síochána was announced on 7th 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 31st December, 2016, there were 172 Garda members on an incentivised career break.

Paternity Leave

The 'Paternity Leave and Benefit Act 2016' came into effect on 1st 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 121 applications from Garda members and 5 applications from civilian staff up to 31st December, 2016.

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.



In 2016, a number of senior and priority posts were filled as follows:

- **Chief Administrative Officer** – appointed in August;
- **Assistant Principal Officer** - In February 7 Assistant Principals were appointed throughout the organisation;
- **Senior Crime and Policing Analysts** - In May and June 15 analysts were recruited and appointed

Performance Indicator	Progress Report
Development of a revised set of processes for recruitment, selection and internal appointment	This target was partially achieved. Work commenced on the development of a comprehensive Human Resource and People Development strategy within the Modernisation and Renewal Programme. This is a multi-year project and the work initiated during 2016 will be continued in 2017.

Civilian Retirements

	AP	HEO	SO	CO	Service Op	Gen Op	Cleaners	Traffic Wardens	Storeman	Totals
Voluntary	2			5	2		6	1	1	17
Compulsory			3	4	1	2	10	3	1	24
CNER			1	6						7
Ill Health		1		2	1		2			6
Totals	2	1	4	17	4	2	18	4	2	54

*2 Civilian Drivers included with General Operatives

Garda Retirements

	Commissioner	Deputy Commissioner	Assistant Commissioner	Chief Supt.	Supt.	Inspector	Sergeant	Garda	Totals
Voluntary	0	0	1	2	3	13	61	127	207
Compulsory	0	0	1	3	2	3	2	9	20
CNER	0	0	0	0	0	0	0	1	1
Totals	0	0	2	5	5	16	63	137	228

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).

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.

Civilian staff	Applications processed	Applications cancelled	Applications taken up	No. of staff that applied
2015	389	28	361	184
2016	396	46	350	186

Garda staff	Applications processed	Applications cancelled	Applications taken up	No. of staff that applied
2015	570	66	504	343
2016	664	112	552	338

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

Civilian staff	Applications received	Applications to commence	Applications to return full-time	Number work sharing as at 31st Dec
2015	60	22	10	346
2016	54	16	21	341

Garda staff	Applications received	Applications to commence	Applications to return full-time	Number work sharing as at 31st Dec
2015	22	14	8	85
2016	25	16	9	92

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.

Career breaks may be taken for child rearing purposes, other domestic reasons (e.g. care of a sick relative), educational purposes, self employment and travel abroad.

Civilian staff	New applications approved	No. of extensions	Returned/resigned/retired	No. on career break as at 31st Dec
2015	13	16	13	37
2016	10	13	11	36

Garda staff	New applications approved	No. of extensions	Resumed/Resigned	Transferred to ICB	No. on career break as at 31st Dec
2015	11	3	8	1	14
2016	24	5	9	0	29

Performance Indicator	Progress Report
Enhanced availability and deployment of resources and improved work life balance	This target was not achieved. Following a decision by the Westmanstown Roster Group to agree a revised roster, the Garda Representative Association (GRA) held a ballot in advance of their 2016 Annual Delegate Conference. The ballot was rejected and the revised roster could not be progressed.

Shorter working year scheme

The *Shorter Working Year* scheme supersedes the old *Term Time* scheme. It allows staff 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 scheme	Garda staff	Applications processed	No. availed of scheme
2015	319	2	317	24	293	2015	100	88
2016	371	6	365	26	339	2016	148	138

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 leave as at 31st Dec
2015	11	7
2016	10	7

Garda staff	Applications processed	No. availing of leave as at 31st Dec
2015	5	4
2016	11	5

The WAM mentoring model sets out to enhance skill development and the overall work experience of the graduate while addressing issues related to inclusion and integration into the world of work today.

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 which takes place each April. It brings people with disabilities and local employers together for one day to highlight the valuable contribution people with disabilities can and do make at work.

Participants explore the world of work for a day by "shadowing" someone in the workplace. This initiative gives people with disabilities an opportunity that they may otherwise never experience.

Many locations around the country were involved in the initiative in 2016. 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. An Garda Síochána has been involved with this initiative for the past eight years.

Performance Indicator	Progress Report
Improved supervision and support of members	This target was partially achieved. Addressed by the Performance and Accountability Framework (PAF), an initiative in the Modernisation and Renewal Programme, the project commenced in 2016 and will be further progressed in 2017.

WAM (Winning, Able & Mentoring) 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.

Recognition for service

At a Scott Medal awards ceremony held on the 22nd September, 2016, at the Garda College, Templemore, 14 awards were presented to members of An Garda Síochána by the Garda Commissioner. Seventeen Garda members were nominated for nine separate incidents for year ending 31st December, 2013.

Those honoured included Detective Garda Adrian Donohoe (RIP) who received a gold medal for an armed robbery in Dundalk in January 2013. There were 20 Deeds of Bravery nominations received from Comhairle na Míre Gaile in 2016.

12 Gardaí and 25 members of the public received awards. Awards were presented for nominations received in 2014, 2015 and 2016.

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 successfully implemented throughout the year.

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 the process.

The tables below show a breakdown and comparison of the number of days lost for both civilian and sworn members of An Garda Síochána.

Sick leave statistics - sworn members

	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
2016	113,865.5	-0.8%	50,215	-12%	164,080.5	-4%

* The total no. of Sick Days recorded on the Sickness Absence Management System are the number of calendar

Sick leave statistics - civilian members

	Total number of days recorded*	% change year on year
2016	25,716	-1.8%

*The total no. of days recorded on PeopleSoft (HRMS) shows the actual working days lost. The figures shown are for Garda civilian staff excluding part-time cleaners and service attendants. Weekends and adjustments for employees on work-sharing patterns are discounted.

Performance Indicator	Progress Report
Implementation of a dash board of metrics and performance indicators around Human Resource deployment and people development across the organisation	This target was not achieved. Development of an Integrated HRM system is an initiative within the Modernisation and Renewal Programme. This initiative will include the implementation of a HR IT system that will integrate with relevant Garda systems, include self-service options for members and address target fully in due course.

Performance Indicator	Progress Report
Stronger governance across the organisation and empowerment of management	This target was achieved. This initiative was achieved. A new governance framework was approved and published on the Garda website in 2016.

Performance Indicator	Progress Report
Maximum of available resources allocated to operational policing	This target was achieved. The supplementary estimate debate was held on 30 November 2016 and provided an additional €10m for the Garda Vote from savings elsewhere in the Justice Sector. This in total provides €50m in additional funding as part of the announcement in June by the Minister for Justice & Equality to support specific operations to combat organised crime and specifically to fund Operation Thor.

Garda Employee Assistance Service

In June 2016 the Independent 24/7 Helpline and Confidential Counselling Service was introduced for all personnel in An Garda Síochána.

The Independent 24/7 Helpline and Confidential Counselling service is being delivered by EAP Consultants/ Carecall. They have specialist knowledge of working with policing and security personnel having worked with the PSNI, the Defence Forces and the Prison Service.

All Garda members, Civilian staff and Garda Reserves can access the Independent 24/7 Helpline and Confidential Counselling service. The service is free and available 365 days a year. The service is accessed through a phone call to the Helpline at 1800 817 433, where you can speak to an accredited counsellor who can provide advice and support related issues. Where appropriate, a referral will be made for up to six face to face counselling sessions with an additional two if required. The face to face counselling sessions will take place within one hour of your place of work or home.

The new service will complement and enhance the existing critical support already provided by the Chief Medical Officer, Occupational Health Department, the Garda Employee Assistance Service and the Peer Support network.

From mid-August an Awareness Programme was rolled-out in each Region in relation to the launch of the Independent 24/7 Helpline and Confidential Counselling Service.



Garda Commissioner at the launch of 24/7 Employee Assistance Helpline

Protected Disclosures

In order to provide an enhanced mechanism for personnel to bring forward issues and concerns, two Protected Disclosure Managers were appointed during the year - Chief Superintendent HRM and the Director of Civilian Human Resources. In addition, a Protected Disclosures Policy outlining how Protected Disclosures would be handled in the organisation was produced in June 2016.

Following a request from the Minister for Justice & Equality, the policy was reviewed by the Policing Authority and following its report in November the Authority's recommendations were taken on-board with a revised Policy to be published in early 2017. There were three protected disclosures during 2016.

Competitions Office

The Competitions Office dealt with 238 competitions during 2016 including a number of competitions which were carried over from the previous year. These competitions included National, Regional, Divisional, and District competitions with a total number of 410 applicants deemed successful for appointment. In this regard, in excess of 3,000 applicants were interviewed and 588 people were scheduled for Pre Training Physical Assessments.

The promotion competitions for the ranks of Sergeant, Inspector, Superintendent, Chief Superintendent, and Assistant Commissioner were also finalised during 2016, resulting in a total of 420 promotions.

Garda Reserve

The Garda Reserve is made up of volunteers from many different and diverse backgrounds. Twenty different nationalities are represented within the Reserve including people who are Iranian, Polish, Nigerian, Italian, Lithuanian, Albanian, Indian and Chinese.

In December, as part of the 1916-2016 Garda Commemoration Event in Dublin Castle, Garda Reserve members who had ten years service were presented with a certificate by the Garda Commissioner, who spoke very highly of the service given by Reserve Gardaí.

This certificate was presented in appreciation of the service given by these members in their voluntary capacity. In future, any member of the Garda Reserve who attains ten years service will be presented with a certificate by their Divisional Officer. In addition, any member retiring from the Garda Reserve, having attained the age of 65 will be presented with a certificate on retirement by their Divisional Officer. The first of these was presented in November by the Chief Administrative Officer Joe Nugent to Reserve Garda Tom Byrne who was retiring at the age of 65 after being attached to Clondalkin Garda Station.

Another first for the Garda Reserves during 2016 was the attestation of a former Garda to the Garda Reserve.

After serving for 32 years – 22 years of which he spent as a Community Garda in the Fatima and Dolphin Barn area – Mr Vincent Hourican became the first member of An Garda Síochána on retirement to join the Garda Reserve.



Garda Reserve Management staff

Health & Safety Unit

A HQ Directive was published in December 2016 which paved the way for the establishment of the Garda Health and Safety Unit. This unit works under the authority of Chief Superintendent HRM. The unit is made up of the current appointed Regional Safety Advisers and the members attached to the Health and Safety Office, Garda Headquarters.

participatory consultations with relevant stakeholders are being prepared.

In 2016, An Garda Síochána participated in the Gay and Lesbian Equality Network (GLEN) Workplace Equality Index – a benchmark exercise to measure the organisation's progress on promoting Lesbian, Gay, Bi-sexual, and Transgender (LGBT) equality, diversity and inclusion in the workplace. Inspector Paul Franey and G-Force were both shortlisted for the LGBT Inclusion Champion of the Year and the LGBT Employee Network of the Year Awards, respectively, at the Index's Leadership Awards.



An Garda Síochána at the Index Leadership Awards

Garda College

Garda Recruitment/ BA in Applied Policing:

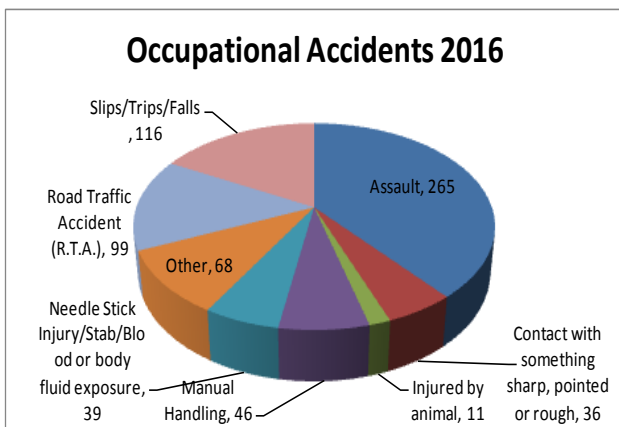
2016 saw an increase from the previous year in the number of Trainee/Probationer Gardaí in training:

- 656 Trainee Gardaí commenced Phase I of their training;
- The 250 trainee Gardaí who commenced Phase I of their training in 2015 continued on into 2016;
- 393 Gardaí were attested during 2016;
- 289 Probationer Gardaí commenced Phase II/Phase III of their training in 2016.

Ongoing training for Garda staff:

Courses held in the Garda College during 2016 included:

- Crime Scene Investigation;
- Financial Investigation – Money Laundering;
- Firearms Training;
- Driver Training;
- Forensic Photography;
- Investigative Interviewing;
- IT Systems Training;
- Development Programmes for Sergeants, Inspectors, Superintendent, Chief Superintendents, Executive Officers, and Assistant Principals;
- Safety Skills;



Equality, Diversity and Inclusion

The Equality, Diversity and Inclusion (ED&I) Office is tasked with promoting workplace equality, diversity and inclusion within An Garda Síochána.

In 2016, the ED&I Office began developing its revised and enhanced Workplace Equality, Diversity and Inclusion Strategy and Action Plan. Work on establishing Workplace Diversity Networks in areas such as gender, sexual orientation and race have also commenced. Reviews on employment equality, diversity and inclusion practices continued with regard to these two key initiatives, while

- Custody Management;
- Public Order;
- DNA Testing.

Courses involving European counterparts

A CEPOL language development course took place in the Garda College in October. Thirty senior police officers from 22 member states attended.

The purpose of this course was to increase participants’ English language skills and their knowledge of the different European police systems in order to improve cooperation between law enforcement authorities.

During their visit they observed a number of Garda operations including Operation Storm in Kilkenny and they attended the Courts of Criminal Justice in Dublin.

Co-operation from external agencies

2016 saw the delivery of various training programmes that benefited from input from external agencies and institutions such as GSOC, the Garda Inspectorate, the DPP’s Office, King’s Inn, the HSE, Dublin Rape Crisis Centre, Focus Ireland, ADAPT services, and Pavee Point amongst others.

The Garda College has worked in partnership with a range of academic institutions, such as the University of Limerick, University College Dublin and the Institute of Public Administration for the delivery of police educational training and development programmes such as the BA in Applied Policing and the BSc in Police Leadership and Governance. The attendees at these programmes involved Garda members and Garda staff.

At various intervals during 2016 Garda College staff co-delivered the two day internationally recognised ASIST suicide prevention programme to Probationer Gardaí in conjunction with the HSE. The ASIST programme is a suicide first aid programme that equips students with the skills required to discuss suicide with a person at risk and

to make an intervention to reduce the immediate risk of suicide.

Exchange Programme



2016 saw the introduction of an exchange programme between the Garda College and the Norwegian Police University College, Oslo. The aim of the exchange programme is to increase the quality of police training by sharing international experience.

In January, five Norwegian Police students spent three weeks in the Garda College where they participated in the Foundation Training Programme for trainee Gardaí.

In April, five Probationer Gardaí accompanied by a number of Garda College Instructors spent one week in Norwegian Police University College, Oslo. Similarly in October two more Probationer Gardaí and Garda Instructors benefited from the exchange programme when they were given the opportunity to taste life in our Norwegian counterparts Police Training College for one week.

Performance Indicator	Progress Report
A strategic and structured methodology for managing the provision of all forms of training and development	This target was not achieved. The development of a comprehensive Human Resource and People Development Strategy within the Modernisation and Renewal Programme and associated work was the primary focus of HRPD related initiatives in 2016 and this target was not progressed as a result.

Communications

During 2016, 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, and highlight great work by the organisation.

Working with Community Engagement, Corporate Communications produced a number of public awareness campaigns during the year. This included 'Lock Up and Light Up' as part of Operation Thor to provide anti-burglary advice, and Use Your Brain, Not Your Fists, which alerted young males to the devastating impact of assaults.

'Lock Up and Light Up' adverts ran across national and local radio and newspapers, outdoor advertising, and social media. Facebook advertising was used to target homeowners living in areas with high burglary prevalence. Anti-burglary advice was also provided to the public at locations such as shopping centres and libraries.

In November, the outdoor poster campaign for Lock Up and Light Up was voted Top Design by the public in the PML Poster Impact survey ahead of major commercial brands. According to our Public Attitude Survey, by the end of 2016, 55% of those who saw that campaign had changed their behaviour when it came to home security.

An Garda Síochána's following across all social media platforms, which is the largest in the public sector, grew to 510,000 by year-end. New Garda Facebook sites added during the year included Kildare Division, Meath Division and Cavan-Monaghan Division.

A wide variety of media briefings were held during the year on areas such as major arrests and seizures in relation to organised crime; road safety initiatives, property recovery, and murder investigations.

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.

In addition, a new internal newsletter – Newsbeat – was introduced and sent every two weeks to all personnel to update them on news and initiatives within the organisation.

Performance Indicator	Progress Report
Improved communications to the public, the State and the people of An Garda Síochána	This target was achieved. The Garda website was reviewed and redesigned during the year and will be launched in Q2 2017. Media training was also provided to 175 Garda managers.



The Garda Press Office ran a schools competition to name this mascot in order to encourage young children to become more aware of road safety

Information and Communications Technology (ICT)

An Garda Síochána's ICT section provide ongoing support on 24/7/365 basis to approximately 15,000 users, 8,000 client machines, 900 servers and 60 plus applications. In 2016 ICT also successfully deployed over 50 significant releases to its production environment.

As part of the Modernisation and Renewal Programme 2016 – 2021 a number of ICT systems have been identified to support and enhance the operational and administrative efficiency of the organisation. Some key initiatives which were progressed in 2016 include:

Enterprise Content Management System

This system will provide An Garda Síochána with a single enterprise content repository for all documentation and multimedia content created.

Property & Exhibits Management

This system will be used to record all objects which come into Garda possession and manage them throughout their lifecycle within the organisation.

Investigations Management

The Investigations Management system will allow the management of activities completed as part of an investigation, maintain a full history of the chain of events in an investigation, manage information gathered, and decisions/actions taken.

PULSE

Enhancements were made to PULSE in the management of incidents and in the provision of support to victims of crime.

Schengen Information System (SIS II)

The Schengen Information System (SIS II) supports the police and judicial co-operation elements of the Schengen Convention. As part of Ireland's participation in the Schengen Convention, An Garda Síochána's ICT systems will be required to integrate with SIS II. A project to implement SIS II was commenced in late 2016.

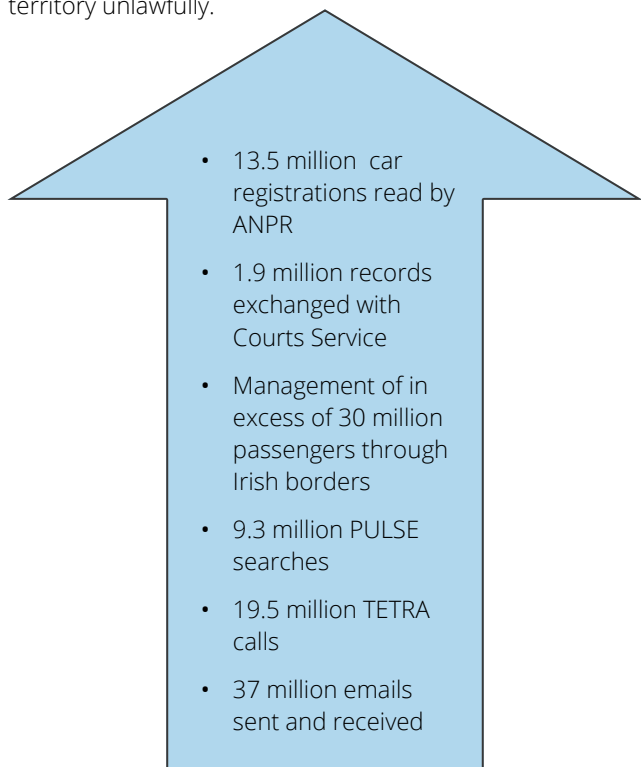
Interpol Find

INTERPOL's database of Stolen and Lost Travel Documents (SLTD) enables INTERPOL National Central Bureaus (NCBs), as well as other authorised law enforcement entities such as immigration and border control officers, to ascertain

whether a travel document has been reported as lost or stolen and retrieve the response in seconds. An Garda Síochána delivered a project in 2016 which provided real-time access to Interpol SLTD data for front-line immigration staff at Irish ports of entry, to assist with immigration decisions and to enhance border security.

Eurodac

A significant upgrade of the Automated Fingerprint Identification Systems to support compliance with the Eurodac Recast regulation was completed. Eurodac is primarily a biometric database for comparing fingerprints. The system helps European Union (EU) Member States to verify whether an asylum applicant has previously claimed asylum in another EU State or whether an asylum applicant has been previously apprehended when entering EU territory unlawfully.



Garda Information Services Centre (GISC)

GISC provides round-the-clock service for Garda members recording incidents on the PULSE system. The objectives of this service are to increase Garda visibility; improve the quality of data; and reduce the time spent by operational members on administrative duties.

Trained civilian operators take calls and record the incident details on the PULSE system. GISC also quality-checks incidents after they are created or updated. In 2016, GISC received 695,000 calls which resulted in 905,000 incidents being created on PULSE.

Corporate Governance

Risk Management Unit

A new Garda Risk Management Unit was established on 1st September 2016, headed by a Superintendent. This Unit has been tasked with implementing the 'Revised Approach to Risk Management', which is a Phase 1 initiative under the Modernisation and Renewal Programme 2016-2021.

In addition to this, the unit also provides communications, training, support and guidance to all risk management stakeholders in An Garda Síochána, and has a role in ensuring organisation-wide compliance with policy by way of audit and quality assurance. It also provides administrative support the Chief Risk Officer and the Risk and Policy Governance Board, and advises them with respect to new and emerging corporate risks identified through a process of environmental scanning.

During 2016 the Garda Risk Management Unit developed risk management policies and procedures, brief guides and infographics, while also delivering training across the organisation. It also established a network of Risk Champions across nine regions and administrative areas to

provide local risk management support.

Internal Audit

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

The anti-fraud policy requires that all cases of suspected fraud are reported to the Head of Internal Audit. During 2016, 20 cases of suspected fraud were reported.

During 2016 GIAS has continued to identify and report on risks to the financial management and reputation of the organisation.

Garda Internal Audit Service (GIAS) contributed to the work of the Strategic Transformation Office in categorising risks with the potential to undermine the effectiveness of An Garda Síochána and to identify mitigation solutions.

The recommendations from Internal Audit Reports in regard to the management of property items and evidence in the possession of An Garda Síochána were priorities within the Modernisation and Renewal Programme in 2016. In addition, issues audited in 2016 with direct relevance to the Programme included an audit of the Risk Management Framework and the Allocation of Human Resources.

There is a degree of crossover of responsibilities and roles between Garda Internal Audit Section and the Garda Professional Standards Unit (GPSU). Both units are involved in audit and examination of the systems and processes in An Garda Síochána with GIAS providing an objective assurance and consulting activity.

In 2016 GIAS carried out:

- five audits of Garda Divisions/ Districts/ Specialist Units/offices;
- six reviews of Audit Reports which focused on the implementation of recommendation from previous audits;
- one joint project with the Garda Professional Standards Unit;
- one report to the Garda Commissioner in relation to financial control;
- two thematic audits.

Performance Indicator	Progress Report
Improved processes for the identification, control and management of organisational risks	<p>This target was achieved.</p> <p>During 2016 the Garda Risk Management Unit was established, headed by a Superintendent. The Risk & Policy Governance Board was established, chaired by the Chief Risk Officer (Deputy Commissioner Governance & Strategy).</p> <p>Nine Risk Champions of Chief Superintendent Rank or civilian equivalent grade were appointed to assist with the implementation, co-ordination, management and support of risk management across all areas. Risk management training commenced for senior managers. By the end of Q4, 2016, approximately 70% of all senior managers had received this training.</p>

Performance Indicator	Progress Report
<p>Good internal governance and oversight</p>	<p>This target was not achieved. It refers to the Inspection and Review Process which should be implemented quarterly in each Garda District and Division. The Garda Internal Audit Section (GIAS) and the Garda Professional Standards Unit (GPSU) monitor implementation and have identified several areas of non-compliance. To address this issue the following corrective actions will be conducted in 2017:</p> <ul style="list-style-type: none"> • The GPSU will review the Directive instructing members in relation to the inspection and review process. It will also liaise with stakeholders to establish whether or not the Directive is clearly understood; and if any shortcomings exist which may contribute to non-compliance. It will endeavour to establish whether training provided to members tasked with implementation is adequate; and if not, the GPSU will remain available to local management to provide briefings to supplement existing knowledge. • Compliance levels for 2015 and 2016 will be highlighted throughout the organisation with a view to improving compliance in 2017 and beyond. • The GPSU and GIAS will remain available to support any District, Division, Region or section in the organisation by facilitating further lectures or briefings on the process as deemed necessary; and all sections have been advised accordingly. • The GPSU will continue to provide lectures and briefings to Superintendent and Chief Superintendent Promotion Courses, informing them and their obligations in relation to inspection and review. • In line with the new Corporate Governance Framework for An Garda Síochána, published in 2016, the GPSU will meet relevant stakeholders on a quarterly basis to discuss areas of mutual interest. It is intended that these meetings will facilitate a co-ordinated approach to corporate governance within An Garda Síochána. Sections involved will include the Risk Management Office, the Policy Planning Unit, the Garda Internal Audit Section; and the Strategic Transformation Office.

GIAS, as part of the overall governance and control environment within An Garda Síochána, provides reasonable audit assurance that significant risks are identified, managed and controlled effectively throughout the organisation. GPSU examines and reviews operational, administrative and management performance. Together, GIAS and GPSU make recommendations and propose measures to enhance controls and improve performance. During 2016 one joint audit/examination was undertaken.

Internal Affairs

During the year GSOC notified An Garda Síochána of 1,091 admissible complaints made by members of the public against Gardaí during the period 1st January 2016 to 31st December 2016. Of these, 636 were referred by GSOC to the Garda Commissioner for investigation, in accordance with Section 94, Garda Síochána Act, 2005, as amended.

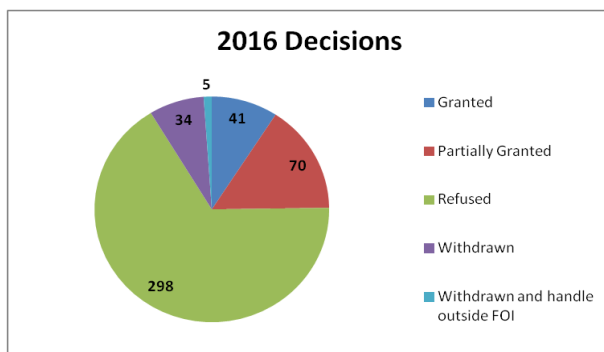
An Garda Síochána referred 51 incidents to the Garda Síochána Ombudsman Commission, in accordance with Section 102 of the Act.

The number of admitted complaints can be viewed in the overall context of Garda interactions with members of the public. In 2016 An Garda Síochána interacted with 54,251 injured parties, 142,726 witnesses and 207,715 suspects, a total of 404,692 documented interactions with members of the public. The number of unrecorded interactions that members of An Garda Síochána had with members the public throughout 2016 is incalculable.

To help improve customer service, presentations were given by the Complaints Section to promotion training courses for various ranks at the Garda Training College. In addition, presentations were also given to Phase II Probationer training courses.

The Complaints Section also attended a number of Divisional Management meetings with a view to providing an overview of the complaints processes and addressing any issues arising at a divisional level.

Freedom of Information (FOI)



An Garda Síochána became subject to the Freedom of Information Act 2014 (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 Act.

In 2016 the Freedom of Information Office received 458 requests, incorporating a total of 995 questions. The majority of these requests were submitted by journalists (207), followed by requests from members of the public (138). The remaining requests were submitted by business groups, solicitors and academics.

The FOI section also manages requests for assistance which fall outside these areas or where the information is already available from other sources (e.g. the Garda Website & Publications). In 2016 there were 284 requests for assistance received and dealt with.

All requests received by the FOI Office to date have been acknowledged within the specified 10 working day limit. 14 requests from 2016 are due for response in 2017.

The FOI Office issued 448 decisions (444 requests received in 2016 and 4 carried forward from 2015) in 2016 and 97% of these decisions 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 218 requests made seeking records outside of Human Resources, Finance or Procurement;
- 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.

The Freedom of Information Office publishes decisions made on requests for non-personal information in full on the Garda website. The website also includes a publication scheme where frequently sought information is made available to the public. These pages can be accessed from the main FOI page.

Technical Bureau

The Garda National Technical Bureau provides operational support and assistance with investigations which are serious and complex in nature.

It is accredited to ISO 9001:2008 (Management Standard) and ISO 17025 (Laboratory Standard) for its Quality Management Systems.

EU legislation also requires that all forensic laboratories are accredited to the international standard ISO 17025.

Ballistics Section

In 2016 all members of the Ballistics Section participated in the European Network of Forensic Science Institutes (ENFSI) Firearms Identification (FAID) proficiency test. The Ballistics Section was scored amongst the highest across 60 laboratories throughout Europe.

Gun Types seized and examined	2016
Pistols	35
Revolvers	24
Light machine gun	0
Small machine gun	6
Assault rifle	6
Blank firing pistol	7
Imitation pistol	7
Imitation revolver	6
Rifle	23
Shotgun	58
Air rifle	55
Air pistol	137
Muskets	2
Stun guns	69
Crossbows	6
CS Gas	4
Silencers	11
Total	456

Detective Garda Mark Collender had a scientific paper published in the peer reviewed journal Science & Justice. The paper, "An investigation into the factors that influence tool mark identifications on ammunition discharged from semi-automatic pistols recovered from car fires", was co-written with Dr Ken Stanton and Dr Kevin Doherty from University College Dublin.

Members of the Ballistics Section are dedicated to excelling in their scientific field and in 2016 members have attended a variety of courses including:

- Scientifically Defensible Criteria for Striated Tool-marks, hosted by the Metropolitan Police in London in conjunction with the European Network of Forensic Science Institutes (ENFSI);
- Shooting Scene Reconstruction Course hosted by the Chartered Society of Forensic Sciences in Lincoln, UK;
- Firearms Trafficking from the Western Balkans in the Croatian Ministry of the Interior Police Academy in Zagreb;
- International Bomb Data Centre Working Group (IBDCWG) in Tel Aviv, Israel;
- EU/US Explosives Seminar in Brussels.

Photography Section

The Photographic Section, in conjunction with the Garda College, started a three week Forensic Photography course based in Templemore. The aim of the course is to improve the overall level of competency in a technical area that is used by An Garda Síochána especially in the current digital age.

Mapping

The Mapping Examiner creates digital maps which are viewed through web based applications i.e. apps.

These maps can be viewed on a phone or tablet which is ideal for parading and are used for concerts, sporting events or major events.

These digital maps have information attached to them such as parking, toilets, entrance/exits etc.

Fingerprints

During 2016 there were 9,565 case files completed and 1,962 crime scene identifications made by the fingerprint section. This is an increase of 98 identifications on 2015, with a hit rate of just over 20.5%.

The EURODAC system went live for An Garda Síochána in November 2016. EURODAC is the European Union fingerprint database for identifying asylum seekers and irregular border-crossers. The EURODAC system identifies if applicants have previously sought asylum in another EU State.

To date the Fingerprint Section has processed 608

manually taken Ten Prints in relation to this programme. This figure is expected to increase substantially in the future.

A total of 30,405 electronically taken Ten Prints from Eurodac, Garda National Immigration Bureau, and E-Visa were processed by the Fingerprint Section.

National Forensic Co-ordination Office

The taking of DNA samples from suspects and convicted offenders and populating the new National DNA Database has proven an immense success. Since the establishment of the Database a total of 14,191 Sample Reference Numbers (SRNs) have been generated through the Portal DNA Tracking Application System. 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 database became immediately successful in identifying suspects and crime scene stains. FSI have reported a total of 428 hits/matches from the database to date, many of which have greatly assisted with 625 cases. The database has also assisted in the identification of missing and unknown deceased or serious ill persons.

Documents and Handwriting Section

The Handwriting and Document Section processed approximately 750 cases in 2016. Significant resources were dedicated to training staff from the Department of Social Protection, Road Safety Authority, Department of Foreign Affairs, and the Department of Justice and Equality. Expert Training was also provided to the Military Police.



Statistics 2016

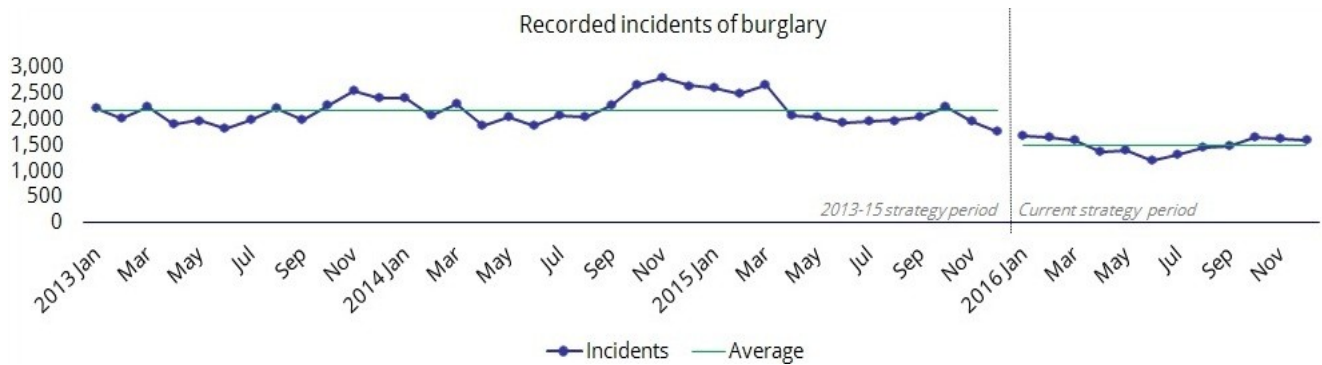
Here you will find a variety of statistics that provide information as to the work carried out in different areas by An Garda Síochána around the country in 2016.

Crime

Displaying data by trending longer time periods provides a better understanding of real performance than the traditional one year to the previous year approach.

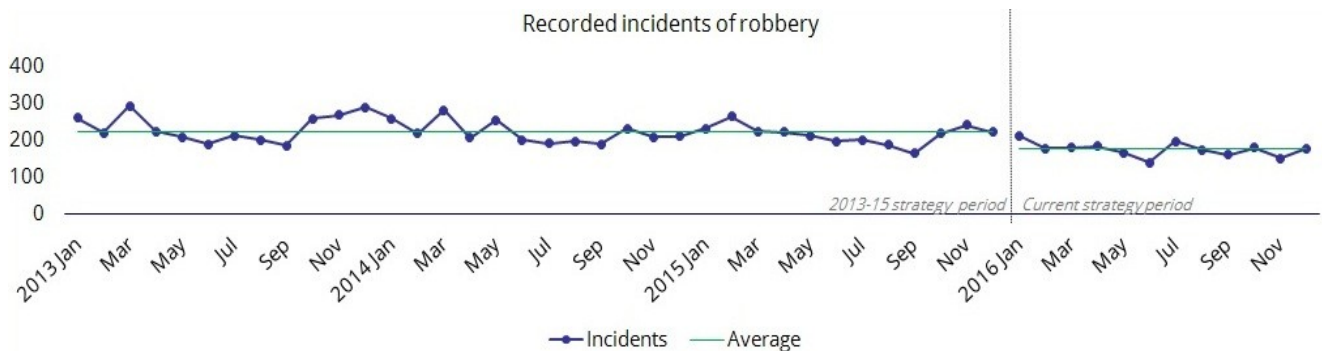
Recorded burglary

The average for the 2013-2015 period was 2172 incidents per month. In 2016 this was reduced to an average of 1496 incidents per month. This positive reduction coincides with the successful Operation Thor. The gained improvement was maintained throughout the year.



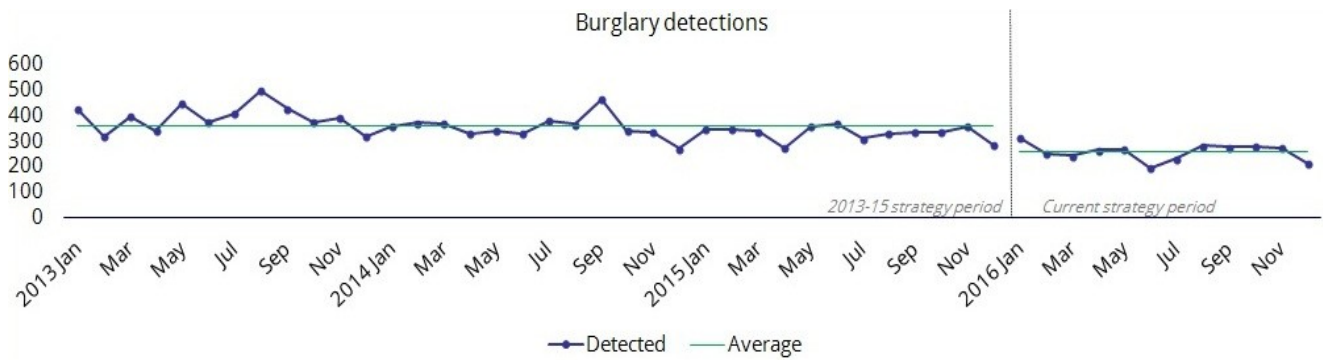
Recorded robbery

The average for the 2013-2015 period was 223 incidents per month. In 2016 this was reduced to an average of 175 incidents per month. The reduction coincides with the successful Operation Thor. The gained improvement was maintained throughout the year.



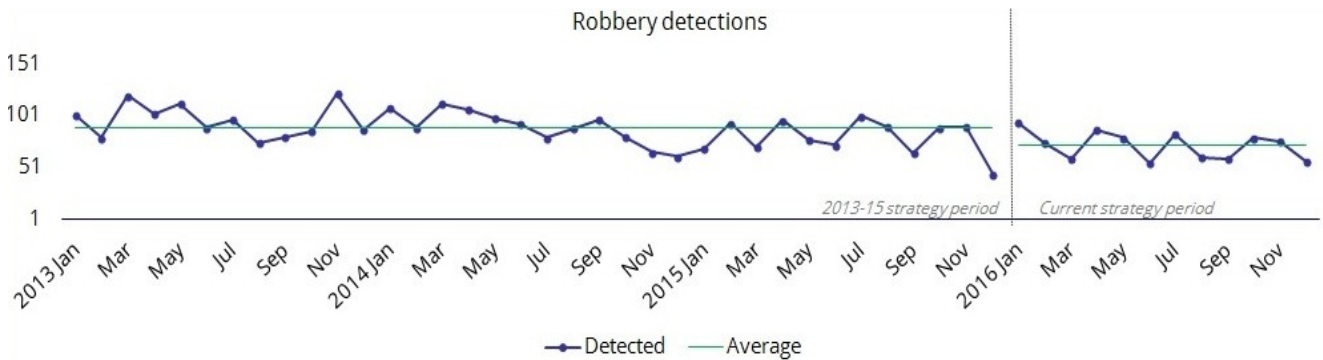
Burglary detections

The average for the 2013-2015 period was 359 detections.
 In 2016 this decreased to an average of 257 detections.
 The decrease echoes the decrease of reported incidents of burglary in 2016.



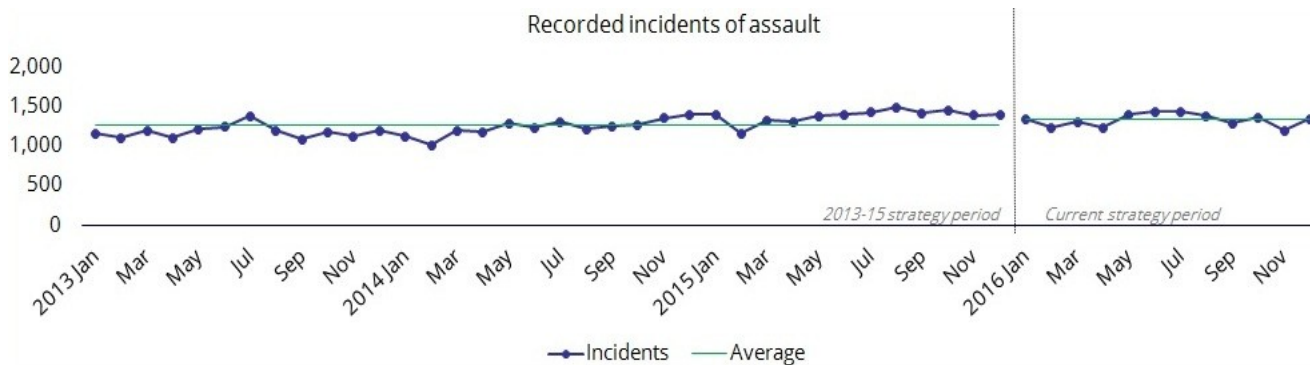
Robbery detections

The average for the 2013-2015 period was 85 detections.
 In 2016 this decreased to an average of 65 detections.
 The decrease echoes the decrease of reported incidents of robbery in 2016.



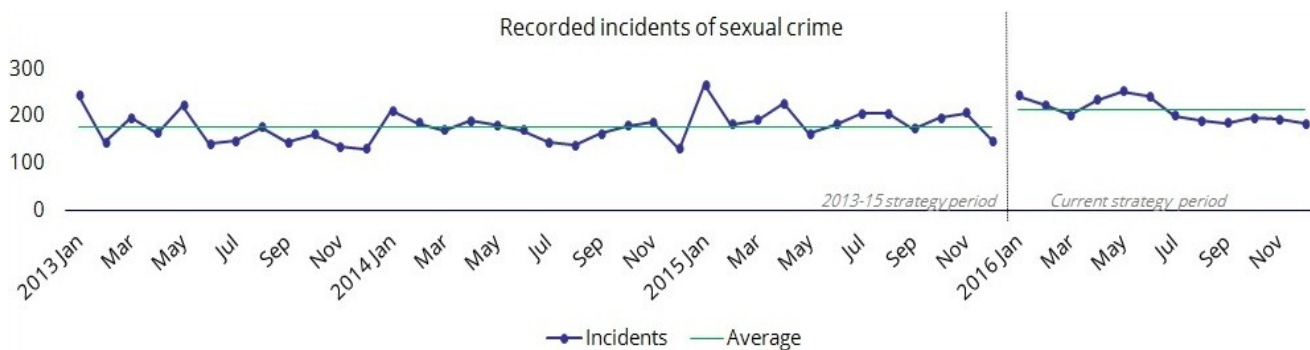
Recorded assault

The average for the 2013-2015 period was 1270 incidents per month. In 2016 this increased slightly to an average of 1334 incidents per month. While there is a slight long term gradual trend of increase in this category, the 2016 are approximately on a par with the 2015 results.



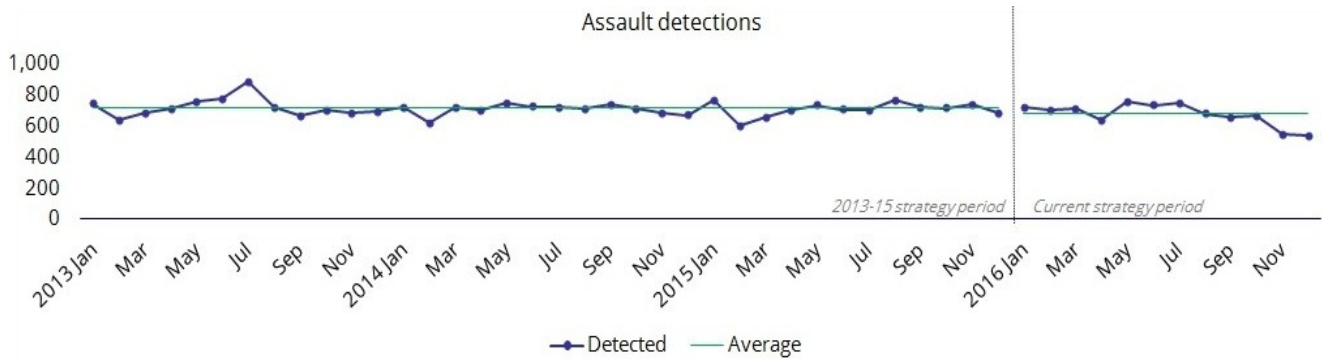
Recorded sexual crime

The average for the 2013-2015 period was 178 incidents per month. In 2016 this increased to an average of 212 incidents per month. There is a common perception that these sensitive types of crimes are under-reported and, as such, an increase is a positive trend.



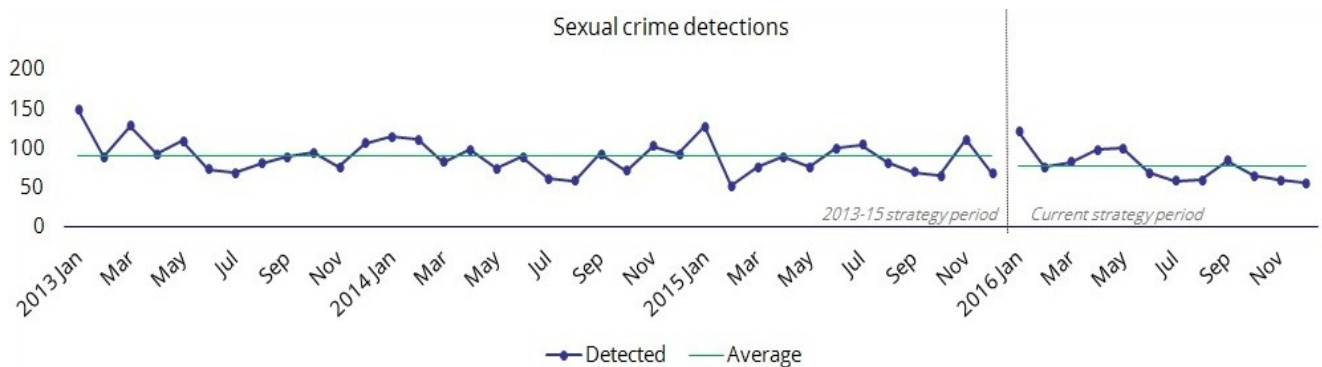
Assault detected

The average for the 2013-2015 period was 714 detections. In 2016 this decreased slightly to an average of 678 detections. In essence there is no real change between 2016 and the previous measurements in reported or detected assaults.

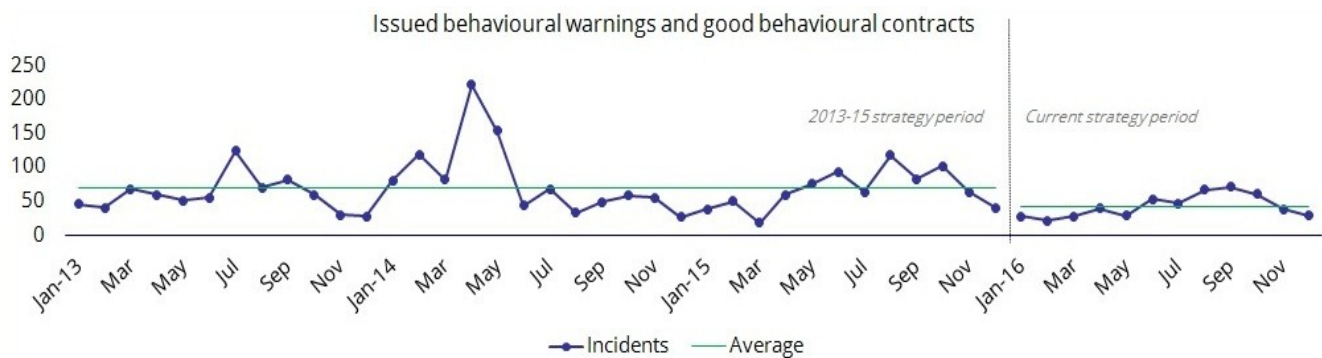


Sexual crimes detected

The average for the 2013-2015 period was 90 detections. In 2016 this decreased to an average of 78 detections.

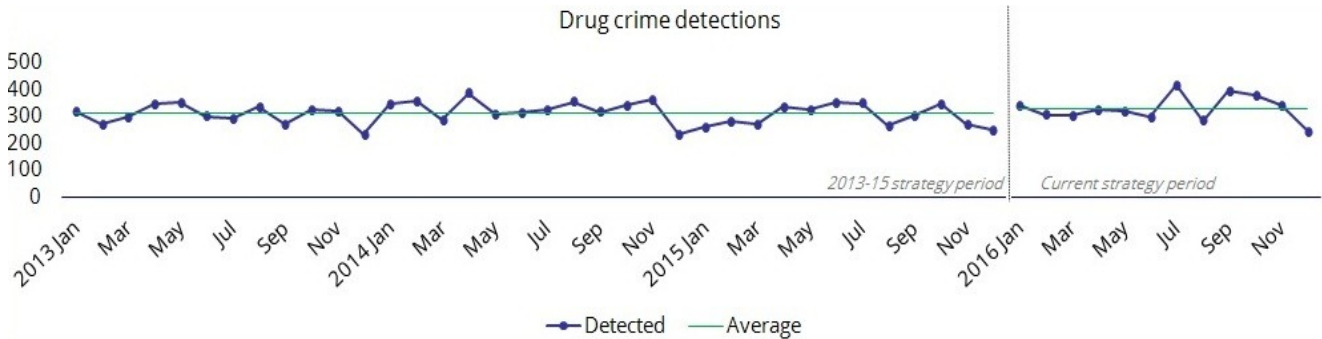


Behaviour Warnings



Drug crime detections

The average for the 2013-2015 period was 312 detections. In 2016 this increased to an average of 331 detections.



Drug Seizures

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

A number of Drug Cases relating to 2016 have yet to be analysed by Forensic Science Ireland.

All figures are provisional, operational and subject to change as of 21/04/2017.

Category	Grams/Mls/Plant	TbIs/Sqr/Caps	Value
Anabolic Steroids	63	371	€223
Benzodiazepine	1,364	74,122	€135,686
Cannabis Herb	479,695	-	€9,593,907
Cannabis Plants*	7,273	-	€5,818,247
Cannabis Resin	59,089	-	€354,533
Cathinones	3,619	-	€180,940
Cocaine	91,016	-	€6,371,150
Diamorphine	38,386	-	€5,374,033
Hallucinogen	3,990	1,128	€238,335
Mixing agents	83,218	340	€41,609
Opioids Other	3,087	192	€617
Other 117	117	3,521	€347
Phenethylamines**	24,051	30,257	€1,556,257
Piperazine	97	30	€4,993
Sleeping Tablet	-	16,070	€32,140
Solvents	2,961	-	€2,961
Synthetic Cannabinoids	15	-	€303
			€29,706,281

* Cannabis plants are calculated based on figures recorded on PULSE as not all plants seized are routinely sent to FSI

** Phenethylamines include ecstasy (MDMA) and other related drugs

Traffic

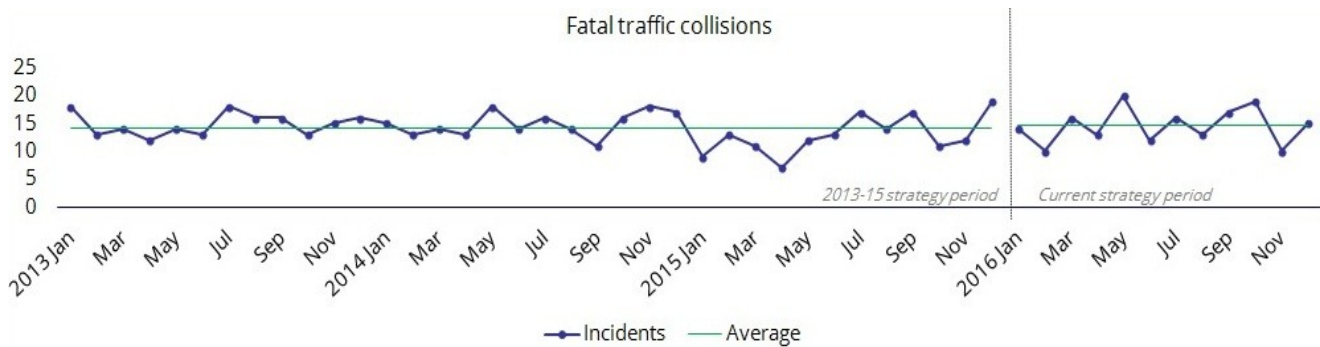
Traffic fatalities

The average for the 2013-2015 period was 15 traffic fatalities per month. In 2016 this increased slightly to an average of 16 traffic fatalities per month. This is in line with the increase of collisions with serious injuries and fatalities.



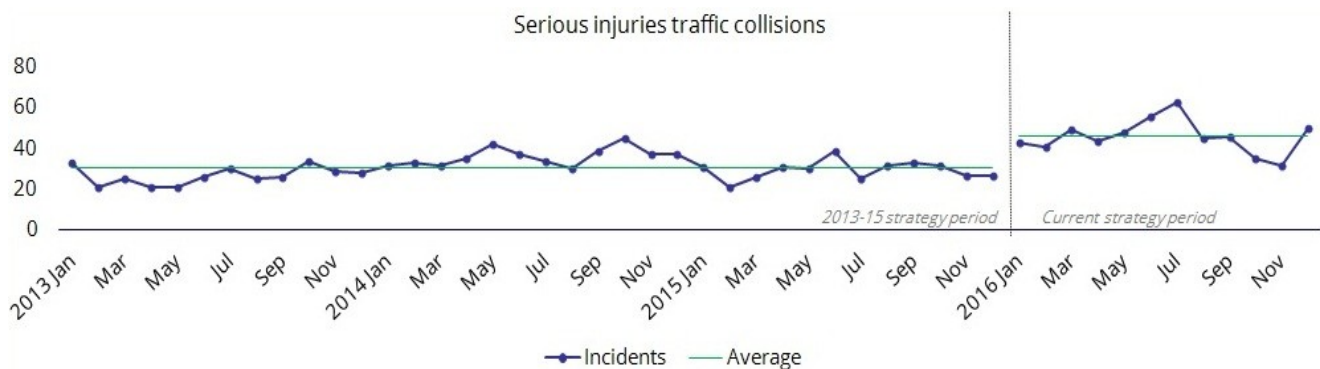
Traffic collisions: fatal

The average for the 2013-2015 period was 14 collisions per month. In 2016 this increased slightly to an average of 15 collisions per month.



Traffic collisions: serious injuries

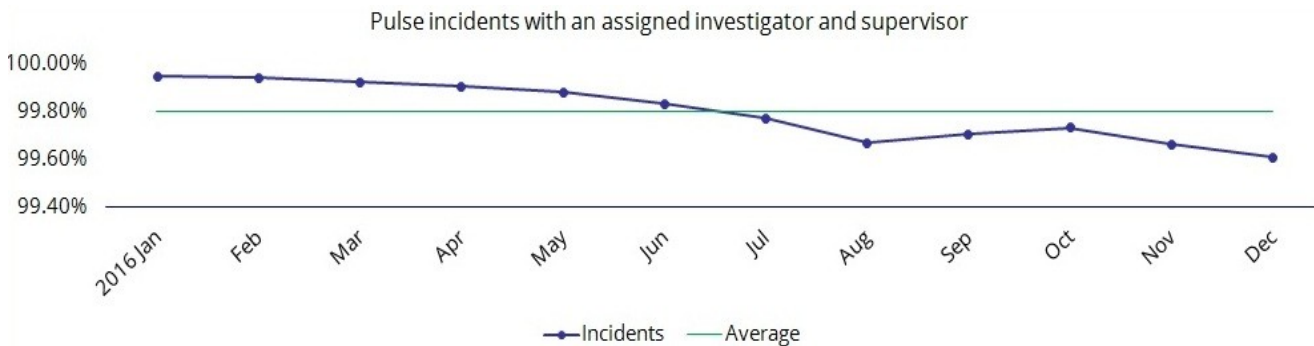
The average for the 2013-2015 period was 31 collisions with serious injuries. In 2016 this increased to an average of 46 collisions with serious injuries.



Incident without assigned investigator or supervisor

The functionality to monitor if an incident has an assigned investigator and supervisor was added to Pulse in late 2015. Therefore, the below chart only tracks the 2016 performance.

It should be noted that on average only 0.20% incidents at any time missed any of the criterion. That means that on average 99.8% of the incidents at any given time were compliant.



Section 12 Childcare Act 1991

The average for the 2013-2015 period was 57 incidents. In 2016 this decreased to an average of 54 incidents. As can be seen in the chart the measurements have been stable roughly around the same point for four years.



Section 25 Garda Síochána Act 2005 Ministerial Directives

In 2016 the Minister for Justice & Equality issued two (2) Ministerial Directives under section 25(1) of the Garda Síochána Act 2005, both dated 21st July 2016, to provide legal authority for the Garda Síochána to cooperate with (1) the Inquest in Northern Ireland into death of Arlene Arkinson, and (2) the Inquiry into Historical Institutional Abuse in Northern Ireland.

Deaths in Garda Custody

There were no deaths in custody in calendar year 2016.

Vetting

In 2016, the National Vetting Bureau (NVB) of An Garda Síochána (NVB) has 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 2015, the Garda Central Vetting Unit processed 318,000 vetting applications on paper with an average processing time of 4 weeks across the year.

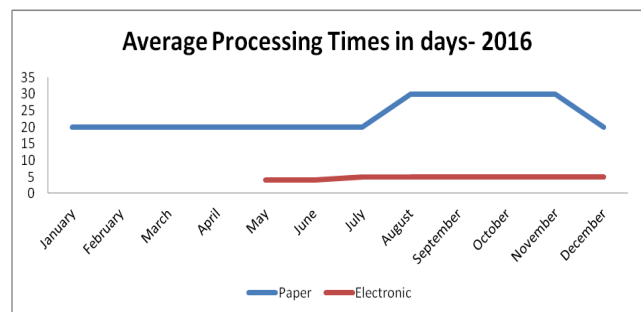
The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 commenced on the 29 April, which transitioned vetting from a policy based process to a statutory process. The Act introduced a number of changes to the policy based process, not least that an organisation shall not permit any person to undertake relevant work or activities on behalf of the organisation unless the organisation receives a vetting disclosure from the National Vetting Bureau in respect of that person. This statutory requirement coupled with the stated government policy acted as drivers for the development and introduction of eVetting.

The online eVetting system was developed and delivered through close partnership between the NVB and IT Development with the assistance of a focus group representative chosen from across the spectrum of organisations registered for vetting. The eVetting platform was introduced with the commencement of the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 on the 29th April 2016 and rolled out to organisations on a phased basis across 2016. At the outset

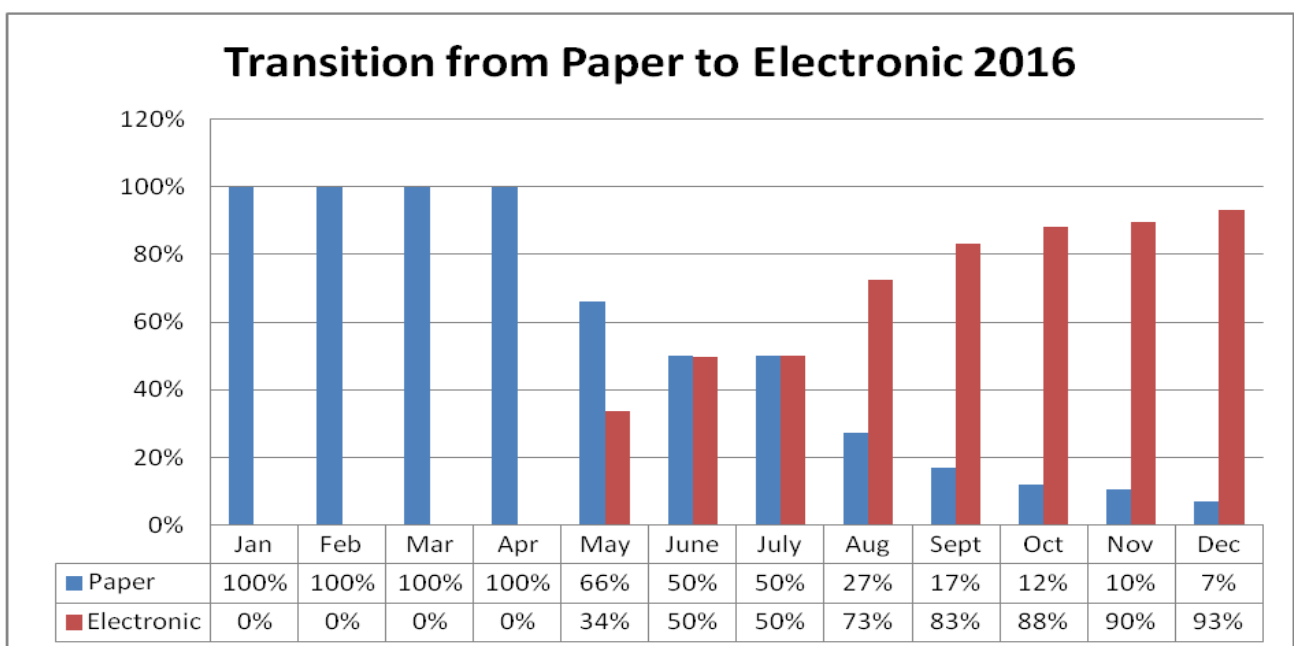
of the project the National Vetting Bureau had two stated objectives in relation to the rollout of eVetting:

- 80% of vetting receipts received through the e platform by September 2016;
- 80% of all registered Organisation conducting vetting on eVetting by the end of 2016.

Prior to the introduction of eVetting, 100% of vetting applications received were processed through the paper based model. On the 29th April, eVetting was introduced and the transition from paper based applications to eVetting applications increased incrementally throughout the year. By September 2016, 83% of all applications received were through eVetting, meeting the stated objective of 80% by September.



The second objective of the National Vetting Bureau was to have 80% of all registered organisations transitioned to eVetting by the end of 2016. This objective was also achieved.



As outlined above, one of the main drivers behind this project was to reduce the processing time for vetting, 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.

As can be seen, the turnaround times for paper based applications fluctuated between 20 and 30 working days across 2016, largely in line with vetting performance in previous years. The introduction of eVetting has seen a reduction in the average processing times for e applications to between 4 and 5 working days, while the overall number of vetting applications received in 2016 increased to 389,548.

An added benefit of eVetting is the accessibility of the system not just in Ireland, but from around the globe, whether it is an Irish citizen seeking vetting from abroad, in order to return to Ireland for work, or non nationals intending to move to Ireland for work. The eVetting site can be accessed from anywhere around the world. The diagram below illustrates the 161 countries around the globe from where individuals have accessed the eVetting system in 2016.

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.

