



TO THE MINISTER FOR JUSTICE, EQUALITY & LAW REFORM
DON AIRE DLÍ AGUS CIRT, COMHIONANNANNAIS AGUS ATHCHÓIRITHE DLÍ

ANNUAL REPORT
OF AN GARDA SÍOCHÁNA
2002
TUARASCÁIL BHLIANTÚIL
AN GARDA SÍOCHÁNA

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DUBLIN 8.

CURTHA LE CHÉILE AG AN GARDA SÍOCHÁNA
CEANNCHEATHRÚ NA nGARDAÍ, PÁIRC NA FHIONNUISCE

Brollach

A Aire,

Cuirim os do chomhair an tuarascáil ar An Garda Síochána don bhliain, dar chríoch 31 Nollaig, 2002

Fad a mhéadaigh líon iomlán na gcionta ceannlíne a dtaifeadh i gcaitheamh na bliana go 106,415, bhí formhór mór an mhéadaithe, le hardú 12,528 eachtra, sa ghrúpa coireachta Gadaíocht. Bhí réimse mór an mhéadaithe taobh istigh den ghrúpa seo i nGadaíocht ón Siopa. Mhínigh gadaíocht fón soghluaiste go mór an t-ardú sna catagóirí “Gadaíocht ón Duine” agus “Gadaíocht ón bhFeithicil Innealghluaiste”.

Thit an ráta iomlán braithe 2%. Bratháíodh 41,015 cionta ceannlíne i rith 2002, sin méadú de 5,104 os cionn 2001 (nó 14%) agus méadú de 10,460 (nó 34%) ar 2000.

D’fhan líon na nDúnmharaithe ag 52, an rud ceannann céanna le 2001. Tháinig méadú ar Chionta Gnéis in athuair, cé gur tháinig méadú ar líon na mbrathanna le os cionn 57% go dtí 2,180 (agus suas le 165% ar 2000).

Fad nach iontas aonair é méadú ar fhadhbanna ord poiblí don tír seo, leanann sé seo a bheith ina réimse mór-ínni don Gharda Síochána. I bhFeabhra na bliana 2002, tionscnaíodh Oibríocht Bhualite go príomha le aird an Gharda Síochána a dhírú isteach ar shaincheistanna in ord poiblí a dtarlaíonn sa phobal. Chruthaigh sé seo a bheith ina rath mór, mar atá finnéithe ag go leor leor den phobal ar fud na tíre. Aithnítear go bhfuil fréamhacha cuid mhaith de na fadhbanna atá bainteach le hord poiblí faighte i mí-úsáid alcóil agus d’fhonn deis do mhí-ord a laghdú, rinneadh forbairt ar dhoiciméad polasaithe ar Chur Chuige Aonfhoirmeach ar Fhorfheidhmiú Dlíthe Ceadúnaithe Deochanna le linn na bliana. Tá sé mar aidhm aige comhsheasmhacht chur chuige a bhaint amach go náisiúnta don ábhar agus baineann forbairt chur chuige comhoibrithe le daoine eile, lena n-airítear ionadaithe ón tionscal dí, gníomhaireachtaí ábhartha rialtais, comhlachais mac léinn agus cumainn tuismitheoirí atá dírithe ar an gcaighdeán iompair is airde a shroicint i measc custaiméirí agus iad siúd dá bhfuil baint acu leis an tionscal cheadúnaithe. Tá pleananna áitiúla ullmhaithe agus tá siad seo á gcur i bhfeidhm.

In imeacht na bliana, lean An Garda Síochána forbairt a dhéanamh ar a chuid struchtúir agus a chuid córais atá dírithe ar an tseirbhís is fearr atá indéanta don phobal agus do shaoránaigh an Stáit.

Ar leibhéal eagraíochta, thosaigh Rannóg Iniúchta Inmheánaigh an Gharda Síochána a ról le iniúchta córasacha agus tréimhsiúla ar Cheantair agus áiteanna saineolaithe taobh istigh den Gharda Síochána a fheidhmiú. Tá sé i mbun saghas luach do do chuid airgid sonraithe a athbhreithniú freisin. Cuireadh na tuarascálacha tionscnaimh SMI atá dírithe ar éifeachtacht a fheabhsú ar aghaidh.

Ó thaobh na hoibríochta de, lean cumas na tíre a fheabhsú le freagra éifeachtach a chur ar fáil do ionsaí sceimhlitheoireachta i ndlúthbhaint le gníomhaireachtaí eile freagrachta. Leanadh gníomhachtaí grúpaí paramíleata poblachta easaontacha ar aghaidh.

Tá gníomhachtaí coiriúil eagraithe ina dhúshán mór do institiúidí an Stáit. Sa réimse seo freisin, baineadh amach roinnt rathanna suntasacha.

Ceann de na tionscnaimh tábhachtacha oibríochta póilíneachta eile a chuireadh tús leis i rith na bliana ná an píolóta Faire Trácht sa Reigiún an Oir-Dheiscirt, atá dírithe ar chomhoibriú pobail a fheabhsú le básanna thimpistí ar bhóithre a laghdú. Tá sé seo tar éis a bheith glactha go maith agus a bheith tacaithe ag an bpobal agus tá sé beartaithe a bheith leathnaithe ar fud na tíre ar fad le linn 2003.

Mar fhocal scoir, is mian liom buíochas a ghlacadh leis an Rialtas, leatsa go pearsanta agus le pearsanra ón Roinn Dlí agus Cirt, Comhionannais agus Athchóirithe Dlí as ucht na tacaíochta leanúnach i gcaitheamh na bliana. *Is mise, le fórmheas go deo,*

Noel O'Sullivan

Coimisinéir an Gharda Síochána



Foreword

Dear Minister,

I present herewith the report on An Garda Síochána for the year ended 31st December, 2002.

While the total number of headline offences recorded during the year increased to 106,415, the vast majority of the increase, with a rise of 12,528 incidents, was in the crime group Theft. A significant area of increase within this group being Theft from Shop. Thefts of mobile telephones predominantly accounted for the rise in the "Theft from Person" and "Theft from MPV" categories.

A total of 41,015 headline offences were detected during 2002, an increase of 5,104 over 2001 (or over 14%), and an increase of 10,460 (34%) on 2000.

The number of Murders remained, at 52, the same as in 2001. Sexual Offences increased again, though the number of detections increased by over 57% to 2,180 (and up 165% on 2000).

While an increase in public order problems is not a phenomenon unique to this country, this continues to be an area of major concern to An Garda Síochána. In February, 2002, Operation Encounter was specifically initiated to focus Garda attention on public order issues occurring in the community. This has proved to be a considerable success, as is witnessed by many communities throughout the country. It is well recognised that many public order problems have their roots in the misuse of alcohol and with a view to reducing the opportunity for disorder, a policy document on a Uniform Approach to the Enforcement of the Liquor Licensing Laws was developed during the year. Its aim is to achieve a consistency of approach nationally to the subject and involves the development of a co-operative approach with others, including representatives of the drinks industry, relevant government agencies, student bodies and parents' associations, aimed at achieving the highest standards of behaviour among customers and those involved in the licensing trade. Local plans have been prepared and these are being implemented.

During the year An Garda Síochána continued to develop its structures and systems aimed at providing the best possible service to the community and citizens of the State.

At an organisational level, the Garda Internal Audit Section commenced its role of performing periodic and systematic audits of Districts and Specialist locations within An Garda Síochána. It also undertakes specific value for money type reviews. The SMI project reports, which are aimed at improving effectiveness, were progressed.

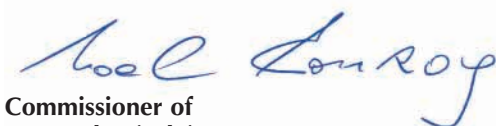
On the operational front work on improving the country's ability to provide an effective response to terrorist attack continued in close co-operation with the other responsible agencies. The activities of dissident Republican paramilitary groups continued to be targeted and notable successes were achieved.

Organised criminal activity presents a particular challenge to the institutions of the State. Here too some notable successes were achieved.

Another important operational policing initiative introduced during the year was the Traffic Watch pilot in the South Eastern Region, aimed at harnessing community co-operation in the effort to reduce road traffic casualties. This has been well received and supported by the public, and is planned to be extended nationwide during 2003.

Finally, I wish to thank the Government, you personally and personnel of the Department of Justice, Equality & Law Reform for the continued support during the year.

Yours faithfully,



**Commissioner of
An Garda Síochána**



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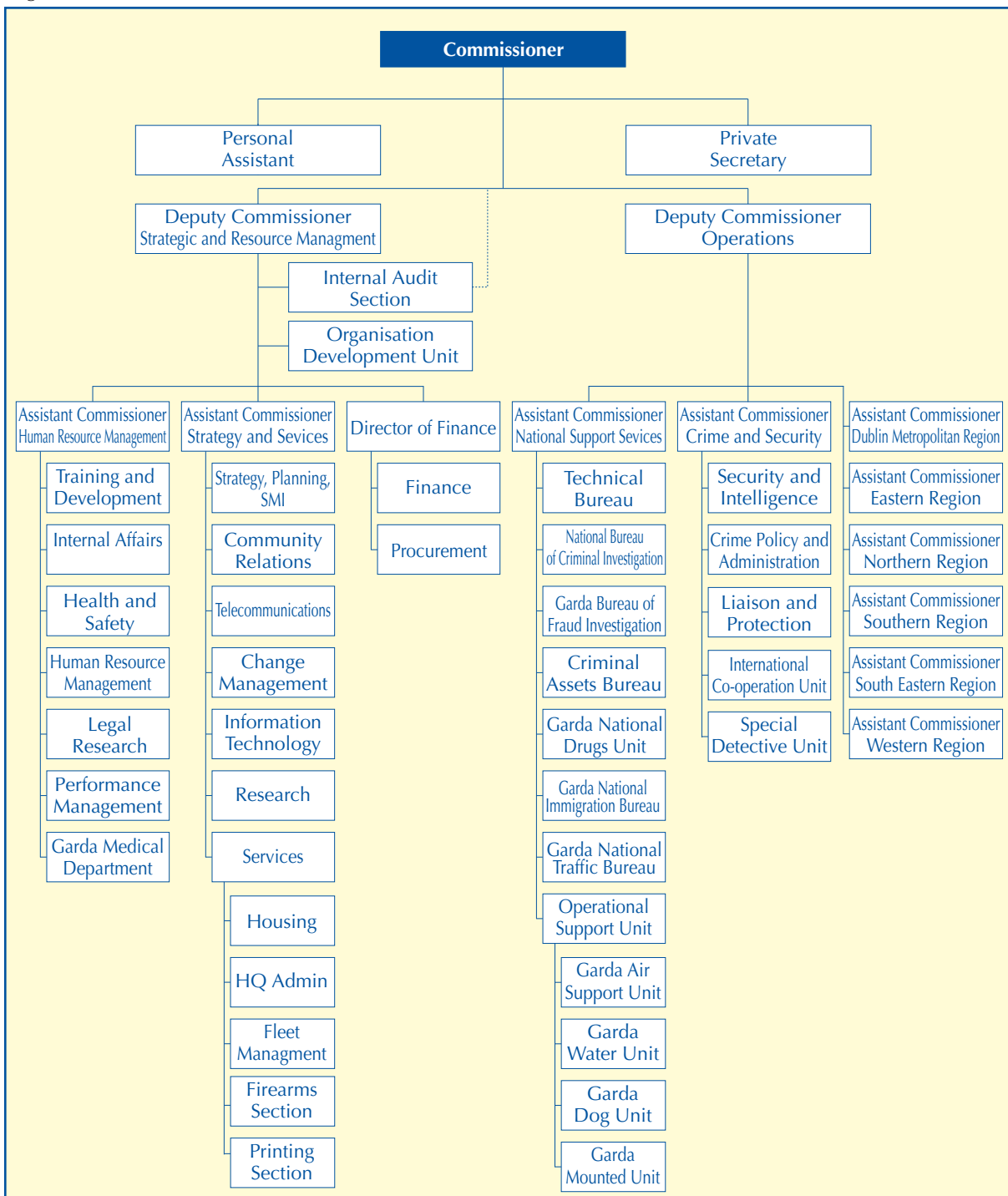
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Office of the Garda Commissioner

Oifig an Choimisinéara

The general direction and control of An Garda Síochána is the responsibility of the Garda Commissioner. The structures through which this direction and control are exercised are outlined in the following organisational chart.



Office of the Garda Commissioner *Oifig an Choimisinéara*

Garda Headquarters, Phoenix Park, Dublin, houses the Office of the Commissioner of An Garda Síochána. The buildings were purpose built as a police headquarters and have been in continuous use since 1842.

Within the Commissioner's Office itself, the Commissioner has a Personal Assistant (Chief Superintendent), and a Private Secretary (Superintendent), together with a small administrative staff.

The Garda Press and Public Relations Office, the Garda Museum, and the Band of An Garda Síochána report direct to the Commissioner through his Personal Assistant.

Garda Press and Public Relations Office *Oifig Phreasa agus Chaidrimh Phoiblí an Garda Síochána*

The Garda Press and Public Relations Officer acts as the official spokesperson for the organisation, providing a seven-day service to the national and international media.

During the year under review the Press Office handled media enquiries in respect of number of significant events including Operation Amethyst (an operation targeting persons who have downloaded child pornography on the internet); the tragic deaths of Garda Tony Tighe and Garda Michael Padden, who were killed when a stolen car hit their patrol car in March; the theft and subsequent recovery of five paintings from the Beit Art collection at Russborough House, Co. Wicklow and the homecoming of the Irish Soccer Team from the World Cup in June.

To enhance the service provided to journalists, a new group email facility was put into operation at the Office. This facility ensures rapid and wide distribution of information and is used several times daily. At year-end over 250 journalists and media outlets were using the service.

In July, three members of staff at the Press Office were awarded Diplomas in Journalism from the Irish Academy of Public Relations.

The Official Garda Website www.garda.ie continues to be managed at the Press Office. Towards year-end, an average of 33,000 visitors to the site were being recorded per month.



Band of An Garda Síochána

Banna Ceoil An Gharda Síochána

The Band of An Garda Síochána performed 173 engagements for the year ending 31st December 2002 appearing at official Garda engagements, summer projects, community relations projects, concerts and parades, major sporting occasions, schools programme, and on television and radio. A number of recitals during the year were performed jointly with the Garda Choirs, Special Guests and Invitees and with other State Bands. The Obsequies Party of the Band officiated at nine Garda Funerals in the course of the year. Summer Projects were set up in the bandroom for visiting parties.

A Christmas programme was conducted in association with Community Relations Section and personnel from local stations in the Dublin Metropolitan Region. All major festival events were catered for i.e. The Rose of Tralee Festival, Cork Jazz Festival, Galway Oyster Festival etc. International fixtures involving the Irish Rugby Football Union, and the Football Association of Ireland were undertaken and a notable event in May was a Commemorative Parade through Dublin involving Police and Fire Service personnel from the United States honouring the deceased victims of the September 11th 2001 attacks.

During the year the Band continued its policy of further musical education for Garda Band members.

New instruments and equipment were purchased and new musical commissions were awarded to Irish composers and arrangers.



Garda Museum and Archives

Iarsmlann agus Cartlann na nGardaí

Located at the Record Tower, Dublin Castle, the Garda Museum/Archives continued to attract visitors and researchers from across the world. Visits to the Museum are incorporated into the Office of Public Works Guided Tours programme.

The permanent exhibition has been enhanced with the addition of a number of noteworthy exhibits and a process is in place to acquire further artefacts of historical significance.

During the year, the Museum extended its outreach programme and contributed to various Garda projects throughout the country.

An essential part of the work carried out by the Museum's Archivist is the processing of personal papers of well known figures associated with the police and An Garda Síochána history during the early years of the State. A number of projects have been completed in this regard and more are planned. Processed material is available for examination by researchers.

The Museum has an extensive and ever-increasing photographic collection. Copies of these photographs can be acquired from the Museum by e-mail if required.

The obligations of An Garda Síochána under the National Archives Act, 1986, particularly in relation to the archival functions of Records Management, are co-ordinated by the Museum's Archivist, in close co-operation with the Director of the National Archives and the Department of Justice, Equality & Law Reform. It is planned that a Garda National Records Centre will be opened in Santry, Dublin, over the coming months.





Deputy Commissioner, Strategic & Resource Management

An Leas Choimisinéir, Bainistíocht Straitéisiach agus Acmhainné

The Deputy Commissioner, Strategic and Resource Management (SRM), directs strategy, planning, human resource management, finance, leadership, management, change management, services, IT, research, training and development, administration, and all other resource activity within An Garda Síochána. He is responsible for two Branches each headed by an Assistant Commissioner. The Director of Finance reports to him. He is a member of the National Crime Council.

Deputy Commissioner, SRM and Deputy Commissioner, Operations are the two key supports to the Commissioner of An Garda Síochána in achieving policing policy and goals.

PRIORITY TASKS

Priority tasks include strategic and annual planning - including monitoring, evaluating and reviewing - public attitude surveys, accountability, financial management, internal audit, change management, policy, budgetary determination, leadership development, resource prioritisation and allocation, training and development, research, IT, logistics and transport, evaluation of EU policing projects, and organisation development.

KEY ACHIEVEMENTS IN 2002

Key achievements during 2002 were the:-

- ◆ Evaluation of the Policing Plan 2001, successful implementation of the 2002 plan, consulting with community, staff, Government and a range of other agencies in drafting the Garda Síochána Annual Policing Plan 2003;
- ◆ SMI project reports delivered;
- ◆ Financial management elements devolved;
- ◆ PULSE functionality improved;
- ◆ Effectiveness of many Garda sections increased and quality projects completed and implemented.

INTERNATIONAL RELATIONS

Bilateral agreements and conventions to combat crime have been entered into by the Government with a number of countries and international bodies such as the UN and the Council of Europe and these will be serviced by An Garda Síochána. Two Memoranda of Understanding between An Garda Síochána and police services in Hungary and Russia involve exchanges in a range of current operational and management policing issues. In 2002 under the McCabe Fellowship Exchange, An Garda Síochána, the New York Police Department and John Jay College of Criminal Justice, New York, examined a number of current policing issues to inform best policing practice.



A STRATEGY FOR THE IRISH LANGUAGE IN AN GARDA SÍOCHÁNA - 1998 TO 2002.

The document 'A Strategy for the Irish Language in An Garda Síochána — 1998 to 2002' is the third in a series of Action Programmes in An Garda Síochána for the development of a quality service for the Irish speaking public. In 2002, a range of Garda Irish language publications were put on the Garda website at www.garda.ie.

STRAITÉIS DON GHAELIGE SA GHARDA SÍOCHÁNA - 1998 GO 2002

Is é an doiciméad "Straitéis don Ghaeilge sa Gharda Síochána an tríú cheann sa tsraith Cláracha Gníomhaíochta sa Gharda Síochána d'thorbairt seirbhís ardehaighdeáin do lucht labhartha na Gaeilge. Chur alán bhfoilseachtáin an Fhórsa, i 2002, ar website na nGardaí, www.garda.ie.

Organisation Development Unit

Aonad Forbatha Eagraíochta

The Organisation Development Unit (ODU) was established in 1994 to enhance the effectiveness, through organisation development, of An Garda Síochána. The ODU has a specific brief to develop leading edge interventions to increase individual and organisational effectiveness by researching policy issues and carrying out reviews and evaluations of specific areas of policing. Reporting to Deputy Commissioner, Strategic and Resource Management, the ODU provides for the planned development, evaluation and reinforcement of strategies, structures and processes for improving effectiveness; recognising opportunities to influence the culture of An Garda Síochána; identifying and facilitating solutions to issues raised by senior management and researching best practice in setting standards. The ODU works with other similar units within An Garda Síochána such as the Garda Research Unit, Legal Research Unit, SMI Implementation Team, Change Management and the Garda National Quality Service Bureau.

PERSONNEL QUALIFICATIONS

Staff of the ODU have a broad range of operational policing experience, a good understanding of the systems and mechanics of the Garda organisation and hold postgraduate degrees in such disciplines as strategic planning, statistics, economics, quality management, policy science, information technology, forensic psychology, organisational psychology, and public management.

**WORK OF THE ORGANISATION DEVELOPMENT UNIT IN 2002**

During 2002 the Organisation Development Unit carried out analyses of specialist areas, reviews of policing policies, evaluations of projects/programmes and research studies, and were invited on to several working groups and committees to provide an analytical and unbiased view on the relevant issues.

EU Co-Ordination Unit

Aonad Comhordaithe AE

The EU Coordination Unit was established to harmonise the various aspects of EU policy that affect An Garda Síochána. It moved to the remit of Assistant Commissioner, Crime and Security, on 4th February 2002. This unit is responsible for attendance at the various Working and Multi-Disciplinary Groups in the EU relating to policing matters, provides information and advice on EU policing topics and directs applications for various policing projects under the control of the EU Commission. (See International Co-Ordination Unit, P. 41- 42)

Garda Internal Audit Section

Rannóg Iniúchadh Inmheánaigh

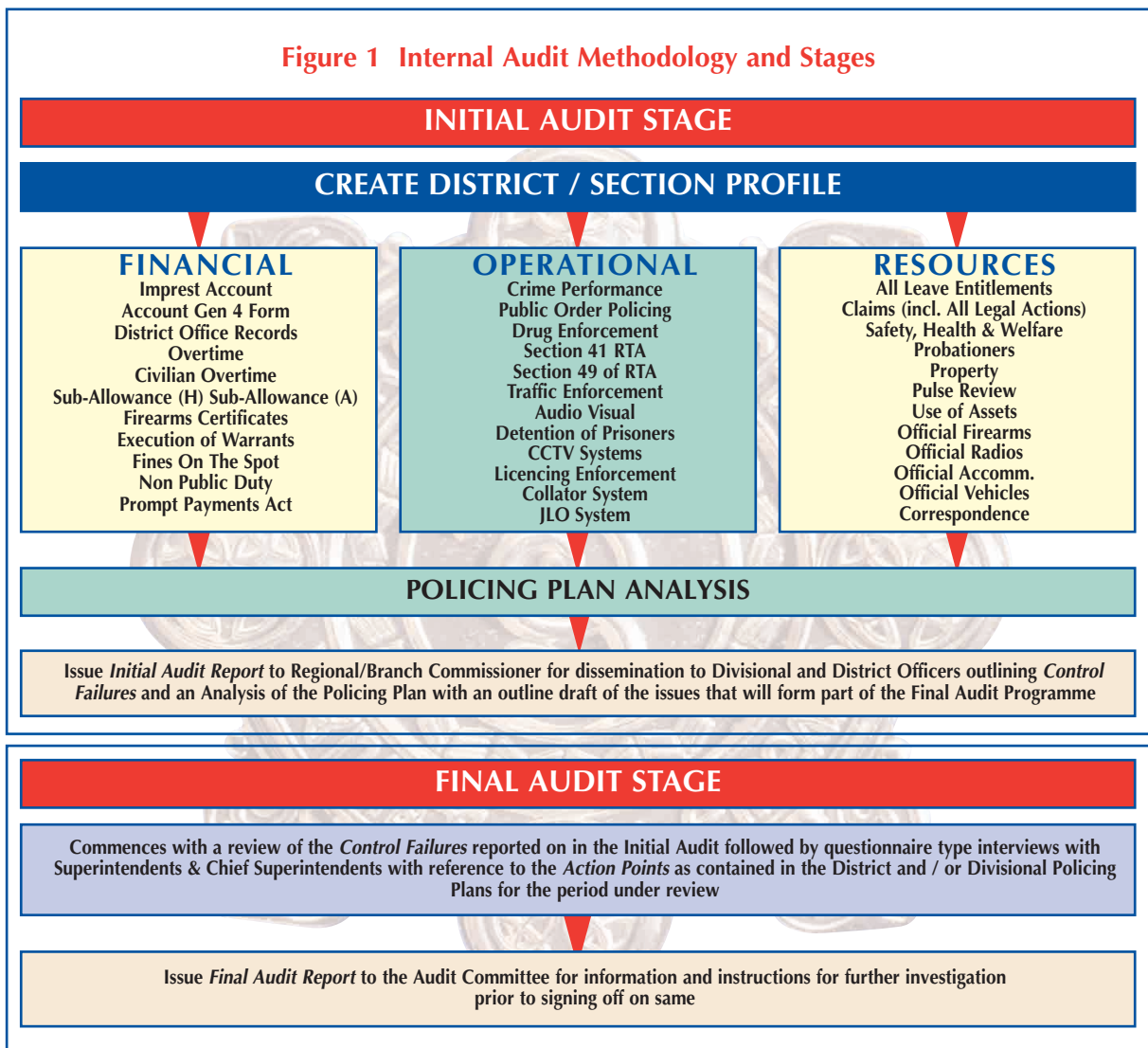
The Garda Internal Audit Section was established in July 2001 and commenced its role in 2002 of performing periodic and systematic audits of District and Specialist locations within An Garda Síochána as well as undertaking specific value-for-money type reviews within the organisation. The threefold objective of the Garda Internal Audit Section is to ensure that An Garda Síochána:

- (1) Receives and records all revenues to which it is entitled and that all assets are properly recorded and safeguarded as well as ensuring that all expenditure is properly authorised and that all liabilities are discharged within legal timeframes,
- (2) Is capable of providing the records that will form a reliable basis for the preparation of organisation wide statements and that any areas requiring attention will be identified.
- (3) Selects the appropriate strategies at District, Divisional, Regional, Specialist and Functional levels that address the needs of the organisation as well as the stakeholders.

In 2002, the Garda Internal Audit Section carried out fifty-five (55) audits of various Districts and Specialist Sections within An Garda Síochána and reported its findings to Regional and Branch Commissioners and the Garda Audit Committee. In addition to the audits carried out, the Garda



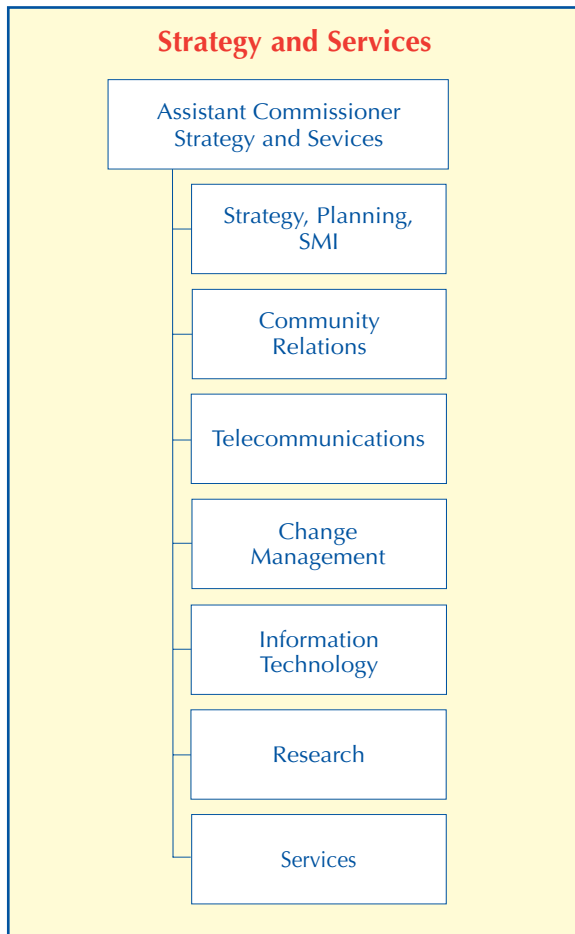
Internal Audit Section also reported on practices operative within An Garda Síochána that required amendment mainly owing to the passage of time and their relevance to modern management practices as displayed in public and private sector organisations. In carrying out the audit function the Garda Internal Audit Section follow a methodology to ensure that the Section is fulfilling its role in a consistent manner across the organisation. This methodology is displayed below in Figure 1.





Strategy and Services

Stráitéis agus Seirbhísi



Strategy & Services was formerly known as 'A' Branch (Finance Services and Community Relations). The Section's responsibilities and structures were changed by a Headquarters Structures review in November 2001. Areas such as IT, Change Management, Community Relations and Services remained within the new section with the addition of Strategic Management and Research. The Technical Bureau and Finance Sections were reallocated. The new section's structure is as outlined in the adjoining chart.

The Assistant Commissioner is responsible for the delivery of support services to An Garda Síochána coupled with responsibility for Strategic Management & Research.

STRATEGY PLANNING AND SMI

A performance and accountability framework was developed during the year. The process of recruiting a Human Resource Manager and a training specialist was commenced.



Information Technology

Rannóg Teicneolaochta an Eolais

THE PULSE PROJECT AND PROGRAMME

The PULSE project, because of its scale and complexity, has had to be implemented in the organisation as a number of separate releases as shown in the Table "A" beneath

Table A – PULSE Release Plan

Release 1			Release 2
Release 1A	Release 1B	Release 1C	Release 2
Pulse Browser	General Inquiry (2)	General Inquiry (3)	General Inquiry (4)
Intelligence	Incident Response	Full Court Outcomes	Warrants
General Inquiry element of Intelligence	Interim Court Outcomes	Charges	Driving Licence and Insurance Production
Basic Garda Personnel Data	Firearms	Summons	Registered Interests
General Inquiries	Bail	Letters to Crime Victims	
	Photographs	Prisoner Log	Domestic Violence Act Orders
	Incident Analysis (MIS)	On Line Messaging	Electoral Register
	Property Matching	Witness-only summons	
		Information Analysis Service	Bail Sign-on
		Traffic Accident Analysis	Direct entry of intelligence data

In 2002, work continued to support and enhance Release 1C (R1C) functionality. Two full releases (Release 1.08 and 1.09) were developed and deployed. A number of mini-releases were deployed to enhance the stability and performance of the system. A new person search algorithm was developed and deployed, which improved significantly the performance of person search. The print architecture has been changed to improve the print performance in respect of charge sheets, summons and bail recognisance forms. The print architecture for all other reports / forms will be updated as part of Release 2.

A merge utility was developed to allow multiple instances of person and location records on the database to be merged. The merge utility was deployed as part of version 1.09 of the application. Access to the merge utility will be allowed as personnel are trained in its use in 2003.

The training of all Garda personnel in R1C functionality was completed by the end of Q1 2002 as planned.

Release 2, the final release of the PULSE systems, will be implemented in 2003. During 2002 all of the issues identified during the Release 2 pilot have been addressed in the Release 2 application and training materials. All changes made to R1C have to be rolled forward to the Release 2 application and, by year-end, this was 90% complete. The design of a new location search algorithm was completed which will considerably improve location searches.

FIXED CHARGE PROCESSING PROJECT

This project aims to introduce a new national computer system to process fixed charge offences. The system will enable An Garda Síochána to increase enforcement levels and implement the Garda element of the penalty points system for road traffic offences.

Following an EU procurement competition, Fujitsu Consulting was awarded the contract for the development and implementation of the system. The contract was signed at the end of September, 2002 and the project is underway. The system will streamline the administrative effort involved in the processing of fixed charge offences. It will include the development of electronic interfaces with the Department of Environment and Local Government and the Courts Service. Based on current project plans, the implementation of the system is scheduled to begin in Q3 2004.

COMPUTER AIDED DISPATCH PROJECT

The Computer Aided Dispatch project is intended to provide a national system for processing emergency calls. The system will replace the existing Command and Control System in the Dublin Metropolitan Region. The business case for this system was approved by the IT and Telecommunications Executive Committee in November, 2002. The business case has been submitted to secure funding and resources to undertake this project.

IT STRATEGY 2003 - 2008

A request for tender (RFT) has been developed to engage external consultancy assistance for the development of an IT Strategy for the period 2003 to 2008. The plan will identify the strategic IT projects to be undertaken during that period to support the business objectives of An Garda Síochána. The RFT was submitted to the Department of Justice, Equality and Law Reform for approval.

GARDA WEB-SITE

The Garda Web-Site is currently being updated to include a video, which provides prospective Garda applicants with information on fitness requirements for acceptance into An Garda Síochána.





INTERPOL

Interpol has commenced upgrading its current Global Communication Network. This upgrade will have a major effect of the current communications infrastructure used by An Garda Síochána to communicate with Interpol in Lyon, France. An Garda Síochána has upgraded the core equipment in order to allow for this upgrade. Further upgrades will be required to ensure that we obtain all the benefits of the new system

SCHENGEN

During 2002 request for tender documents were completed to engage consultants to provide plans for phase 1 of the implementation of the Schengen Information System (SIS) in Ireland. The tender documents were published in Official Journal of the European Commission on the 29th of August 2002. Proposals were received by the closing date of 14th of October 2002, and the evaluation process due to be completed in 2003.

GARDA NATIONAL IMMIGRATION BUREAU PROJECT.

As part of the ongoing work to improve the technical support to the Garda National Immigration Bureau a comprehensive I.T. project was undertaken for the on-line data entry, modification and enquiry of national immigration, asylum seeker /deportation information. The system accommodates mobile computing and a comprehensive search facility is also included. The system was successfully rolled out to all Garda Divisional Headquarters in border regions, air and sea ports (except Dublin Port which will go live in 2003), registration offices and the majority of ports of entry to the country.

FACIAL RECOGNITION SYSTEM - AN GARDA SÍOCHÁNA TECHNICAL BUREAU.

During 2002 An Garda Síochána sought proposals to implement a facial recognition, image identification and retrieval system for the Garda Technical Bureau at Garda Headquarters. The system will be used as a proof of concept to demonstrate the effectiveness of the software employed and as a working tool to assist An Garda Síochána to match photographic images against those stored on a database. A company has been selected, following an evaluation procedure.

PROGRAMME CO-ORDINATION OFFICE.

The Programme Co-Ordination Office was set up to monitor the progress of the various constituencies involved in delivering PULSE. An Garda Síochána is now dealing with a number of separate consultancies. This new multi project environment requires that planning and monitoring of these projects be done in a coordinated way to ensure that, as projects reach implementation, scheduling and resourcing issues are minimised. A composite IT Programme Plan has been developed, to incorporate plans from all approved IT Projects, and all constituencies involved, so that dependencies can be identified at an early stage. The co-ordination across multiple projects helped to ensure that conflict for resources e.g. training, between individual projects, is minimised. The Programme Co-Ordination Office is the central point of contact for queries pertaining to the status and progress of the Programme. The Office reports to the IT Programme Directorate and the IT Programme Board on the progress and status of the overall IT Programme Plan.

Change Management

STRUCTURE OF CHANGE MANAGEMENT

Broadly speaking, Change Management is concerned with the people issues associated with a major change initiative. The Change Management Section identifies the impact of proposed changes to processes and roles in the organisation and prepares the organisation for the changes ahead.

A Chief Superintendent, who reports directly to Assistant Commissioner Strategy and Services, heads up the section. Change Management formed an integral part of the design, build and implementation of Phase One of PULSE, which is nearly complete. The section is also responsible for communicating the proposed recommendations associated with the Strategic Management Initiative to the organisation.

Change Management is divided into four core teams which includes: (i) Organisation Analysis (ii) Marketing, Communications and Involvement (iii) Procedures and Directives (iv) and Leadership and Organisation Development.

ORGANISATION ANALYSIS**FIXED CHARGE PROCESSING SYSTEM**

The Organisation Analysis team commenced work on developing the processes for the new Fixed Charge Processing System (FCPS). This team works with many people throughout the organisation while developing the new work processes. When implemented, FCPS will enable An Garda Síochána to electronically process fixed charge road traffic offence fines as provided for in the Road Traffic Act 2002. A substantial number of people will continue to be involved in user groups during the design, build, test, and implementation stages of FCPS. The active involvement of personnel of all ranks and grades in the design of the new system is the key to the success of Change Management.

MARKETING COMMUNICATIONS & INVOLVEMENT

The Marketing and Communications Team continues to maintain the two thousand member PULSE Action Team that is the primary change network for face to face communications up and down the organisation. The main focus of the team is to ensure that members have an understanding of how PULSE and the new FCPS impact on them before attending training. Some briefings and focus groups were carried on throughout the year in order to communicate with personnel and to identify information gaps and respond to information needs. The Regional Agents (Superintendents) attended monthly meetings and were kept up to date on all developments. Their feedback was channelled through to the PULSE and FCPS project teams for analysis and resolution. The communications team also produced newsletters and bulletins to keep personnel up to date on the progress of the various projects.

PROCEDURES AND DIRECTIVES

During the year this team continued to develop procedures, directives and new forms to support the implementation of Release 2 of PULSE. This information will be included in a new User Manual, that will be issued to all Garda Stations before Release 2 is rolled out to the organisation.

MANAGEMENT & ORGANISATION DEVELOPMENT

During the year the Management and Organisation Development Team designed, developed and delivered nine management development workshops for senior management in An Garda Síochána. These workshops were held in all Regions countrywide and were designed to refocus management attention on quality control issues related to PULSE. The workshops were presided over by Deputy Commissioner, Strategic and Resource Management, and were chaired by the local Assistant Commissioner. These activities were geared towards developing and devising strategies for achieving excellence of the quality control function. Divisional Officers are currently focusing on areas that require improvement. As a result of the recommendations from the workshops approval has been given to establish a PULSE Quality Board, to be chaired by Assistant Commissioner, Strategy and Services.

OTHER CHANGE MANAGEMENT ACTIVITIES

In addition to the activities outlined above Change Management undertook a number of other activities including:

◆ *Development of an e-Services Catalogue*

During the year Change Management developed an e-services catalogue for An Garda Síochána, as required by a European Union initiative. The catalogue contains details of all the services that An Garda Síochána provides and also all forms that are available to the public from An Garda Síochána. Initially the catalogue will be published on an internal web-site that can be accessed throughout the public service.

◆ *Strategic Management Initiative*

Significant progress was made during the year in relation to developing the Strategic Management Initiative (SMI) reports. The programme for change was developed and set out in twelve Structures and Service Delivery reports that were issued to all Commissioners and Divisional Officers countrywide. The key changes proposed relate to:

- The role and functions of An Garda Síochána An Garda Síochána
- Its management structures and systems
- Policing practices
- Personnel and other resource issues
- Training and development
- Deployment of resources including human resources

Officers made the reports available to their staff and submitted feedback on the recommendations. In addition, a comprehensive booklet on the proposed recommendations was issued to all personnel during the year.

The SMI Bottom Up Review Group was engaged in consultations with the staff associations in advance of the final reports being presented to Government in 2003.

CHALLENGES AHEAD

One of the key challenges for Change Management is to continue to implement strategic initiatives to support policing requirements while at the same time involving personnel of all ranks and grades in the design, development and implementation of the various initiatives.

Telecommunications Section

The Telecommunications Section comprises of two main elements – Operations Support and Project Management, with a Superintendent in charge of each section. While largely based at Garda Headquarters Phoenix Park, this Section also has technical staff permanently based in each Divisional Headquarters.

Major Projects either initiated or completed by the section include:

- ◆ The Dublin Metropolitan Region Digital Radio Pilot Scheme has been operational since February 2002. An extensive technical and operational evaluation has been completed.
- ◆ Preparation of a business case for national roll out of Digital Radio was initiated and is due for completion in 2003.
- ◆ The modernisation and refurbishment of the Communications Centre, Harcourt Square, Dublin, was completed in the last quarter of 2002.
- ◆ The installation of suspect interview video recording equipment was completed in a total of 128 stations (comprising 223 units). Installation to be completed in a further eight locations when suitable accommodation is available.
- ◆ Contracts were awarded for the provision of Town Centre CCTV systems in Bray, Dun Laoghaire, Finglas, Galway, Limerick and Dundalk. The necessary refurbishment and equipment installations in associated monitoring rooms was well advanced during 2002. All works are expected to be completed in 2003. A draft tender was prepared for the provision of Town Centre CCTV at a further four locations.
- ◆ Communications and mission equipment on the new Garda EC135 helicopter was fully commissioned during 2002.



Housing Section

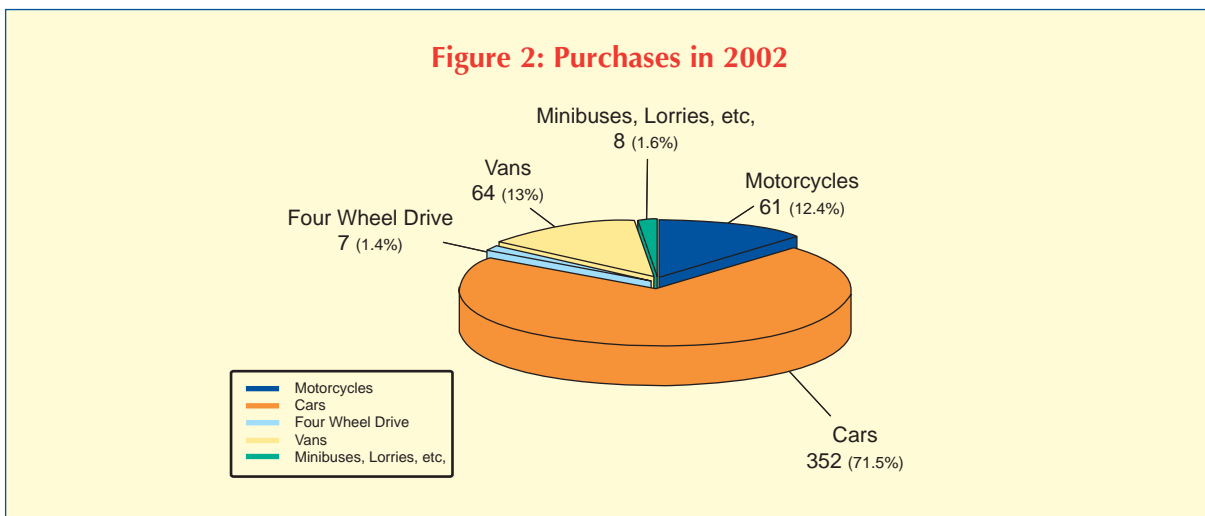
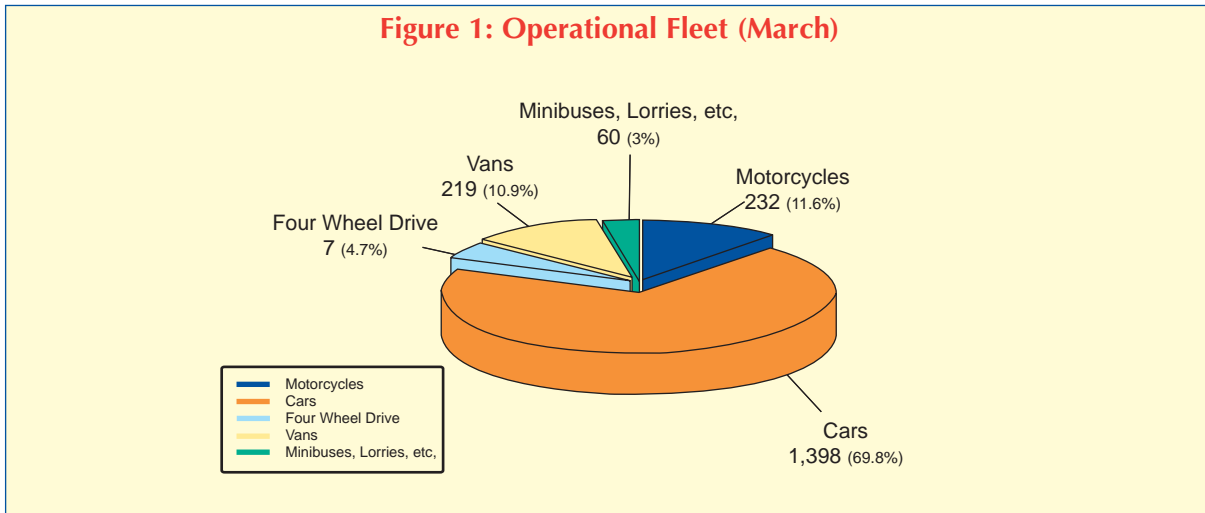
The Garda Building Programme continued during the year as follows:

BANTRY:	Additional site acquired adjoining existing station. Temporary accommodation was obtained. Planning process commenced, with contract to be placed in 2003.
BALLINA:	Sketch Scheme approved. Agreement reached to purchase site. Removal of asbestos off buildings on existing site in planning stage. Contract to be placed in 2003.
CLAREMORRIS:	Additional site obtained, adjoining current station. Sketch Scheme approved. Planning process to commence and contracts to be placed in 2003.
BALLYSHANNON:	A site has been acquired. A Sketch Scheme of the new building was "signed off". The planning process commenced, with contracts to be placed in 2003.
NEW ROSS:	A site was acquired. Planning consultation was completed. Working Drawings were prepared. Tenders to be invited and contract placed in 2003.
BALLYMUN:	A site was identified and work on the development of the project continued.
DUNDRUM, DUBLIN	Negotiations took place for the acquisition of a new site.
MILL STREET, GALWAY	Negotiations were entered into on behalf of An Garda Síochána for the acquisition of additional space to allow for the building of extension to the existing facility.
KILL O'GRANGE:	A site has been identified and agreement reached to purchase for the purpose of extending the existing structure.



Fleet Management

Figure 1 below shows the present composition of the Garda Fleet, and Figure 2 shows the purchases for the year 2002.



An Garda Síochána purchased 492 vehicles in 2002 at a total cost of €8.375M. Progress was made in reducing the average age of the total Garda fleet from 3.6 years at the end of 2001 to the current average age of 2.75 year. Progress was also made in meeting the Commissioner's stated objectives on economic mileage ceilings for vehicles. This was achieved mainly by the acquisition of additional finance in the latter half of 2002.

The allocation of Public Order Vehicles continues to be expanded by the purchase of 24 of these specially constructed vehicles in 2002. It is planned that the expansion of this scheme can be maintained in 2003 by the purchase of additional vehicles.



Special Scenes of Crime Units have been set up in selected Garda Divisions and are currently being provided with vans to meet their needs.

The majority of older motorcycles have been replaced and the traffic fleet is being updated. Visibility has been increased by the addition of more marked traffic vehicles.

SAFETY

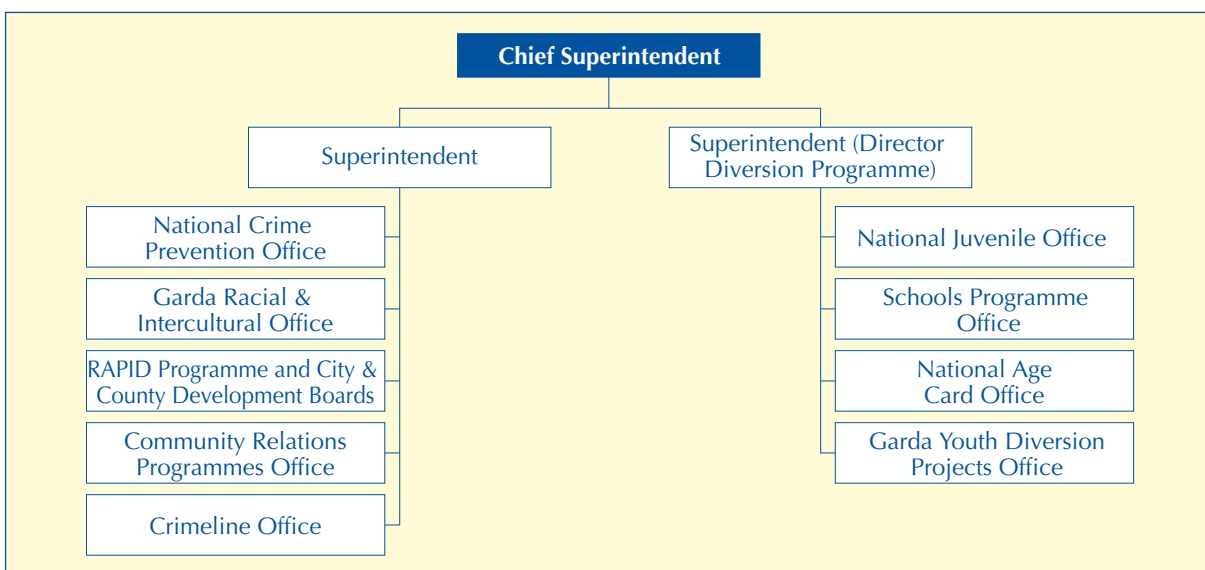
Considerable research was conducted during the course of the past year into patrol car safety with a view to ensuring that the vehicles purchased by An Garda Síochána, provide the safest possible working environment for its members. In line with this policy, developments in motor vehicle technology are constantly being monitored. As a result the following safety measures have been implemented:

- ◆ **Vehicle Conspicuity-** “Battenburg” type markings have been fitted to a number of vehicles to increase visibility.
- ◆ Window protection films continue to be fitted to all vehicles, reducing the risks posed to occupants from flying glass in the event of incidents.
- ◆ Some vehicles with a five star ENCAP safety rating (Highest Rating) are currently being tested. These include enhanced safety features such as ABS braking, traction control systems, additional airbag systems, vehicle handling, side impact protection, protection against load intrusion, built-in safety cages, active head restraints, and electronic brake distribution.
- ◆ Different vehicle lighting and warning systems are currently being tested.

Garda Community Relations Section

Rannóg Chaidrimh Phoiblí

The Garda Community Relations Section is located at Harcourt Square, Dublin 2 and is headed by a Chief Superintendent who reports to Assistant Commissioner, Strategy and Services. The Section consists of nine different offices, which deal with matters pertaining to crime prevention, community security and juvenile affairs. Each office has a national co-ordinating role and works in conjunction with local Garda Districts throughout the country. Local Crime Prevention and Community Partnership initiatives are also monitored through individual sections.



NATIONAL CRIME PREVENTION OFFICE

The Garda National Crime Prevention Office acts as support to the 26 Divisional Crime Prevention Officers who are located throughout the country. A number of the Divisional Crime Prevention Officers (CPO) have recently qualified in *Crime Prevention through Environmental Design*. This concept includes a crime prevention philosophy in the design and layout of buildings. Already, these members have been involved in two major projects, one in Galway the other in Tralee with the ethos of designing out crime.

One of the highlights of the year for the office was the launch of the Garda Crime Prevention Mobile CCTV Unit, which has proved extremely popular and effective in both crime prevention and detection.

In addition the office, in conjunction with the Petrol Retail Industry, developed an initiative that resulted in a reduction of forecourt crime by up to 50% in certain cases. A similar initiative is currently under consideration in respect of betting premises.



Garda Racial and Intercultural Office

An Garda Síochána has developed a long tradition of serving and protecting the community. This tradition has been based on the philosophy that all people are equal and entitled to a quality service regardless of colour, creed, age, ethnic diversity, sexual orientation or political allegiances. In keeping with this tradition the Garda Racial and Intercultural Office (GRIO) was established in 2001.

Over the past year, the office continued to engage with all ethnic minorities living in Ireland to ensure that a professional police service is delivered to all. This dialogue enabled the office to advise on policy, bearing in mind the differing cultural and religious belief systems of ethnic groups. GRIO continues to meet with both government and non-government agencies working in the field for the protection of ethnic minorities from discrimination and afforded advice to such groups on the Garda services available.

The office provides support to the Garda Ethnic Liaison Officers throughout the country and provides seminars for these members. The role of these officers is to:

- ◆ Liaise with leaders of ethnic communities
- ◆ Inform and assure ethnic minorities of Garda services and protection.

Its staff also delivered lectures to Inspector's and Sergeant's promotion courses on anti-discriminatory policing techniques and facilitated the Social Studies Section at the Garda College in providing inputs for "Phase I" and "Phase V" Garda Students.

The GRIO is, in partnership with police services of Catalonia, Italy and Sweden, in an EU funded project to combat discrimination on grounds of religion and ethnicity through the development of a training package for police trainers and police commanders.

Since October 2002, GRIO has been actively monitoring racially motivated incidents on a monthly basis.

R.A.P.I.D. and City & County Development Boards

The Revitalising Areas by Planning, Investment and Development - RAPID Initiative - is an attempt by government to focus resources in the most marginalised areas in the country and resulted from a commitment in the Programme for Prosperity and Fairness in which an undertaking was given to:

- ◆ Identify the twenty five most disadvantaged urban areas in the country and
- ◆ Develop an integrated focus across all of the social inclusion measures, which are provided for in the National Development Plan and direct investment at the twenty-five identified areas.

Structures have now been put in place in each of twenty-five identified areas to implement the RAPID initiative, which include the establishment of local Implementation Teams, comprising representatives from the statutory agencies working in the area. An Garda Síochána is represented on the Implementation Team in each of the RAPID areas. Its personnel are actively engaged in the planning and implementing measures in each of the areas. The needs identified through the RAPID initiative in each area, have informed and will continue to inform Garda policy.

Community Relations Section has been designated to oversee and monitor resulting projects devised by RAPID from the Garda view point and to ensure proper accounting and financial controls are put in place.

The establishment of County/City Development Boards (CDB) in each local authority area was one of the recommendations contained in the report of the "Task Force on the Integration of Local Government and Local Development Systems". That report was published in August 1998 and stated the primary function of each board to be "drawing up and working towards the implementation of a strategy for economic, social and cultural development within the county/city".

An Garda Síochána is represented on each CDB by the Chief Superintendent with responsibility for the particular local authority area. These Officers have been part of the consultative process in which each CDB has engaged, in the drawing up of strategies. These strategies have a 10 year vision as well as manageable 3 – 5 year targets.

Community Relations Section has responsibility from the Garda perspective to oversee and monitor proposals drawn up by the various Boards.

Garda Community Relations Programmes Office

The Garda Community Relations Programmes Office is involved in establishing, developing and monitoring situational crime prevention programmes involving both community and individuals.

An Garda Síochána recognises the importance of both taking a lead in crime prevention matters and supporting communities to help themselves in a responsible way. Ireland, as a dynamic and continually changing society, offers many challenging and engaging situations that require continuous assessment and action. One of the most important methods employed to reduce crime and the fear of crime is to engage in consultation with members of the public to develop initiatives to reduce the opportunity for crime. This message needs to be fully understood in its entirety in order to appreciate how an individual citizen or group can protect themselves from crime. This theme is reinforced through the various crime prevention leaflets produced during the year.

The following table provides details of the number of programmes in operation at the end of 2002

Situational Crime Prevention Programmes – 2002							
Programme type	Neighbourhood Watch	Community Alert	Coastal Watch	Campus Watch	Hospital Watch	River Watch	Victim Support
No of Schemes	2371	1127	17	20	2	1	45
No of Premises	353843	247265					

In addition to the above, strategies to deal with the public order issues were examined and a pilot “Pub Watch Scheme” was established in Cork City. This scheme will be evaluated in 2003. All aspects of service delivery to victims of crime were examined at a joint conference between An Garda Síochána management and Victim Support in Dublin in November 2002. As a result of the conference issues from this will be further developed in 2003 with the commitment to hold a further conference to ensure that the best possible service is delivered to crime victims. Where new Victim Support branches were developed liaison members were appointed and given the necessary information to provide them with the skills to support these programmes.

The operation of the Neighbourhood Watch programme in the Dublin Metropolitan Region entered a new phase with the launch of the first ever Neighbourhood Watch web-site in Ireland www.dublinneighbourhoodwatch.ie. The site was developed in partnership with Muintir na Tire and Maynooth University. The Community Alert programme received a major impetus with the completion of their Information Communication Technologies programme, which resulted in each Community Alert Scheme being provided with access to the internet.

Community Relations staff participated at a range of public events and exhibitions including The Young Scientist Exhibition, Dublin Horse Show, Ideal Homes Exhibition, and the Ploughing Championships. Crime Prevention and Community Policing officers participated at eight other exhibitions around the country where they provided crime prevention advice to a wider audience.

During 2002 the evaluation of the Dublin "A" District Community Policing Forum was completed. Both the "A" District Forum and the Dublin North Inner City Forum continue to meet and they have proved to be an excellent model of communication between the community, An Garda Síochána and other agencies. Procedures to establish the operation of a Policing Forum in the Cabra District were commenced. Community Policing in both urban and rural areas was monitored during the year and consultation continues to ensure that an efficient and effective policing service is put in place.

CRIMELINE

During the year the Crimeline office reviewed the programme and its presentation. This process led to a new set being introduced along with new presentation methods.

The purpose of the programme is to assist the force in the investigation of crime and to this end each Region was visited twice during the year to ensure that material from all over the country is featured on the programme. A web page has been developed within the Garda web-site. This was achieved with the assistance of the Garda Press and Public Relations Office.



National Juvenile Office

Since the 1st. of May 2002 the Diversion Programme has been placed on a statutory footing with the commencement of parts IV and V of the Children Act 2001. Section 18 of the Act states that *“unless the interests of society otherwise require, any child who has committed an offence and accepts responsibility for his criminal behaviour shall be considered for admission to a Diversion Programme.”* The programme is operated under the supervision of Superintendent, Community Relations who is known as the Director. At local level the programme is implemented by Garda Juvenile Liaison Officers who are trained in Restorative Justice Principles and mediation skills.

In order for a juvenile to be eligible for caution under the programme, the following criteria have to be met:

- ◆ The offender is under 18 years of age at the time of the commission of the offence
- ◆ The juvenile must admit involvement in the crime/offence
- ◆ The juvenile was not cautioned previously, or if cautioned previously it would be deemed appropriate to administer a further caution
- ◆ The parents, guardians or person acting in *loco parentis* agree to terms of the caution.

RESTORATIVE JUSTICE

The Children Act 2001 introduces the concept of Restorative Justice into the criminal justice system as a new means of dealing with juvenile offenders. In this new process there is a mechanism for bringing the offender and the injured party together so that the injured party has an opportunity to say how the crime affected him/her and it poses a new challenge to the offender in that he/she must now confront and deal with the harm caused.

A Juvenile Liaison Officer, who is trained in mediation and facilitation skills, facilitates the process. The offender is then given the opportunity to take some action that will, in some way, attempt to restore things to where they were prior to the commission of the offence. This action may take the form of an apology, compensation or a specific undertaking. The offender may then enter into a plan designed to help him/her move away from the possibility of re-offending. An evaluation of the programme has been conducted by the Garda Research Unit.

GARDA SCHOOLS PROGRAMME

The Garda Schools Programme has been in operation for over a decade. The programme is designed to educate children throughout the country on such matters as road safety, personal safety, ethnic diversity and internet safety and is delivered to senior classes of primary schools by local Gardaí who have been trained on the various issues involved.

In order to ensure that the relationship between Gardaí and young people is not lost after primary school, a second level schools programme has been developed in conjunction with the Department of Education and Science, which forms part of the Social, Personal, Health and Education (S.P.H.E.) programme currently being introduced in secondary schools throughout the country. The Garda input into the programme focuses specifically on areas of Garda expertise, namely substance use and personal safety. It will be delivered by local Gardaí to children in first, second and third years.

NATIONAL AGE CARD OFFICE

The National Age Card Scheme was initiated in April 1999 under the provisions of Section 40 of the Intoxicating Liquor Act 1988. The scheme was introduced to help curb the growth in under age drinking by introducing a specially designed Age Card, which can only be obtained after the date of the applicant's 18th birthday. Applications for issue of an Age Card are made at the person's local Garda Station and then processed through the National Age Card office which is based in Harcourt Square, Dublin 2. The cost of the card is €6 and in excess of 88,000 cards had been issued by the end of 2002.

AN GARDA SÍOCHÁNA YOUTH DIVERSION PROJECTS

An Garda Síochána Youth Diversion Projects (formerly Garda Special Projects) is a crime prevention initiative designed to engage with young people who have been identified as being at risk of involvement in criminal or anti-social behaviour. An Garda Síochána has operated these projects since 1991. At the end of 2002 sixty-four projects have been established, and twenty proposals for the establishment of new projects are under consideration. There is an annual budget provision of almost €6 million to fund Garda Special Projects.



Each project is managed by a multi-agency and community based committee, which is responsible for the strategic direction of the project. The objectives of the projects are to:

- ◆ Divert young people from becoming involved in criminal or anti-social behaviour.
- ◆ Provide suitable activities to facilitate personal development and encourage civic responsibility and work towards improving the long-term employability prospects of the participants.

In achieving the above, projects will seek to support and improve local Garda and community relations and enhance the quality of life in the area.

The projects have expanded rapidly in recent years and are proving a major instrument in the management of young people at risk.

A new administration structure, database and training programme for co-ordinators are being established with the aim of providing a more interactive and supportive framework for projects. A new Advisory Committee is in the process of being set up. These new initiatives will ensure an integrated approach and cost effective achievement of the objectives of the projects themselves in delivering a useful and beneficial service to the young people involved in them and in fulfilling the Policing Plans of An Garda Síochána.



Garda Research Unit

During 2002, the Garda Research Unit was engaged in research and contributed to other units and review teams in the following main areas:

- ◆ Review of the system of commendations for good police work for the Review Team chaired by Chief Superintendent, Dublin Metropolitan Region, South Central Division;
- ◆ A survey of school-level students' attitudes and expressions regarding alcohol and drugs in Kerry and Waterford/Kilkenny Garda Divisions;
- ◆ The Garda Public Attitude Survey 2002 carried out in conjunction with the market research company Research and Evaluation Services (RES);
- ◆ A study of the links between opiate use and crime, in partnership with the Organisation Development Unit and for the National Advisory Council on Drugs;
- ◆ Evaluation of Garda Restorative Justice interventions under the Juvenile Diversion Programme, in co-operation with Community Relations Section;
- ◆ Evaluation of CCTV in Dundalk and Galway for the Advisory Committee on CCTV.

The Unit was also active in the work of the Research and Science Committee of the European College and a COST Action on Restorative Justice.





Human Resource Management (*Bainistíocht Acmhainní Daonna*)

Assistant Commissioner, Human Resource Management, based at Garda Headquarters, is responsible for all personnel issues relating to Garda and Civilian staff.

The Branch also incorporates educational, training, internal affairs, health and safety, quality service, legal research, human rights and overseas service functions.

As at the 31st December, 2002 the overall strength of An Garda Síochána was 11,900, representing an increase of eighty-six personnel (0.7%) over the strength of 31st December, 2001.

Organisation Strength

Commissioner	1
Deputy Commissioner	2
Assistant Commissioner	10
Chief Superintendent	47
Superintendent	171
Inspector	294
Sergeant	1,928
Garda	9,447
	11,900



Garda recruitment continued throughout the year as part of the Government's commitment to bring the overall Garda strength of the organisation to 12,200. Five hundred and fifty three (553) Trainee Gardaí commenced training at the Garda College during the year.

At year's end four hundred and six members of An Garda Síochána departed the organisation for a variety of reasons as outlined hereunder:

Retired	343
Dismissed	2
Resigned	21
Incapacitated	26
Death (serving)	14
	406

PROMOTIONS

Promotion competitions were held during the year for promotion to the rank of Chief Superintendent, Superintendent, Inspector and Sergeant. Promotion panels selected as a result of these competitions expire on 31st December, 2003.

The following table shows the number of applicants for promotion to each rank and the number who were successful.

Promotion to rank of:	Applicants	Successful
Chief Superintendent	74	9 (12%)
Superintendent	160	23 (14%)
Inspector	314	26 (8%)
Sergeant	693	100 (14%)
Total	1241	158 (13%)

A review of the promotion system in An Garda Síochána from Sergeant to Chief Superintendent rank inclusive was conducted by consultants, Saville and Holdworth Ltd., under the auspices of the Strategic Management Initiative and is now completed. The proposed new system is based on a competency/structured based interview. This brings An Garda Síochána in line with good practice in other organisations. It is expected that future promotion competitions will be held under the new system.

TRANSFERS

A total of 1,795 permanent transfers of personnel were effected during 2002. These include transfers on first allocation (on completion of training), allocation on promotion and consequential transfers.

CIVILIAN STAFF

The breakdown of civilian staff by grade is outlined in the table below with a total of 1,775 civilian support staff allocated to An Garda Síochána in both full time and part-time positions.

Administrative/Clerical posts	855.5
General Operatives & Cleaners (full time)	149
Cleaners & Service Attendants (part time)	635
Specialist Posts eg. Teaching, Medical, Research, Mapping, Accountancy, Photography, I.T.	42.5
Traffic Wardens	71
Drivers (Transport Section)	22
Total Civilian Staff	1,775
Total Overall Strength	13,675

FAMILY FRIENDLY/WORK LIFE BALANCE INNOVATIVE PROJECT

An Garda Síochána has a number of family friendly policies in place and funding was received from the Equality Authority to conduct a project on Family Friendly Work/Life Balance issues. The project commenced in June 2002 and terminated on the 31st December 2002. The project set out to provide training for middle management in the organisation to implement existing policies that relate to work/life balance. The objective of this project was to convene a number of Sergeants and Inspectors (60) drawn from key departments in the organisation for a training seminar. The seminar was organised at the Garda College on the 26th and 27th September, 2002 at which a number of guest speakers and our international partners, i.e. Sweden, United Kingdom and Northern Ireland attended.

A training package has been developed which includes An Garda Síochána policy on: -

- (1) Equality, Bullying, Harassment, Sexual Harassment and Grievance Procedure.
- (2) Addiction Awareness Programme.
- (3) Balancing Career and Family Life in An Garda Síochána.
- (4) Video on Discrimination.
- (5) Handout on Managing Stress and Achieving a Balance.

This training package has been disseminated throughout the organisation.

Internal Affairs (Gnóthaí Inmheánach)

DISCIPLINE

The procedure for dealing with breaches of discipline by members of An Garda Síochána are contained in the Garda Síochána (Discipline) Regulations, 1989 (S.I. No. 94/1989)

During 2002, a total of 211 new cases were reported to Internal Affairs Section. Of these 13 were dealt with by way of Sworn Inquiry and 42 were dealt with under the provisions of Regulation 13. The remainder are under investigation or were not sufficiently serious to merit formal disciplinary action.

During the year 2 members were dismissed and 1 member resigned involuntarily from An Garda Síochána.

SWORN INQUIRIES

A Sworn Inquiry is a hearing established to determine whether the alleged breach(es) of discipline has/have been committed by a member of An Garda Síochána. The Sworn Inquiry board consists of three Garda Officers and evidence at a Sworn Inquiry is given under oath. The results of these Sworn Inquiries is shown in the following table.

Sworn Inquiries No.	13
Found in Breach	8
Not in Breach	0
Not concluded	5
Total Reduction in Pay	€5,300

REGULATION 13

The provisions of Regulation 13 allow for a Chief Superintendent to deal with the alleged breach(es) of Discipline where the member admits the breach(es) and opts for such a course of action. The following are the results of the application of these provisions.

Regulation 13 No.	42
Cases in which a reduction in pay was imposed	38
No. of cases where member was cautioned	4
Total amount of Reduction in Pay	€7,625

The Chief Superintendent may deal with the breach(es) if he/she considers it appropriate to do so and can impose sanctions ranging from a reduction in pay amounting to one weeks pay, caution or advice.

APPEALS

A member found to have been in breach of discipline under the Regulations may appeal the decision of a Sworn Inquiry Board. An Appeal Board comprises of a Chairman (who is selected by the Commissioner from a panel nominated by the Minister for Justice, Equality and Law Reform, and who must be a Judge of the District Court, or a practicing barrister or a practicing solicitor of not less than ten years standing), a member of An Garda Síochána not below the rank of Assistant Commissioner and a nominee of the appellant member's Representative Association. The results of such appeals during 2002 are given in the following table.

No. of Appeals	4
Affirmed	1
Mitigated	1
Allowed	1
Pending	1

SUSPENSION OF MEMBERS

No. Suspended during 2002	4
No. of members on suspension at end of the year	11

COMPLAINTS

Complaints by members of the public against members of An Garda Síochána are dealt with in accordance with the Garda Síochána (Complaints) Act, 1986 and statistics in this regard are published by way of Annual Report compiled by the Garda Síochána Complaints Board.

LEGAL ACTIONS

During the course of the year 2002, there was a total of 98 civil proceedings instituted against the State in relation to incidents involving An Garda Síochána.

The above figures do not include proceedings arising from traffic accidents involving Garda Síochána vehicles



Health and Safety

TRAINING

Training courses were organised for the following:

- ◆ 191 Safety Representatives;
- ◆ 77 personnel involved in Fire Safety.

Lectures were given on matters pertaining to Safety, Health and Welfare to the following:

- ◆ Student Gardaí;
- ◆ Specialised Units;
- ◆ Promotion/Management Courses;
- ◆ Scene of Crime Examiners;
- ◆ Detective Training.

Two members received their Diplomas in Safety, Health and Welfare at U.C.D. and a further two members commenced this Diploma Course during 2002.

OCCUPATIONAL ACCIDENTS:-

There were 239 Occupational Accident/Incidents reported to the Health and Safety Authority, including 2 members who were fatally injured in Road Traffic Accidents during the year.

SAFETY CONSULTATION:-

Safety Committees are established in each Garda Division and there are 191 Safety Representatives countrywide. A Generic Risk Assessment document in CD Rom format was drafted in co-operation with



the Staff Associations, personnel with expertise in Health and Safety and Specialist Sections in An Garda Síochána. This contains 65 Generic Risk Assessments on pertinent areas of work in An Garda Síochána and will prove invaluable to all Chief Superintendents when drafting Safety Statements for workplaces under their control.

WELFARE SERVICE

An Garda Síochána has a total of eight (8) Welfare Officers. They are deployed in the following centres, Anglesea Street, Cork, Kilkenny, Galway, Sligo, Mullingar and at Osmond House, Dublin 7. They provide a confidential service to serving and retired members of An Garda Síochána and their immediate families.

Peer supporters are available in each Division, and provide support at an early stage to members experiencing the effects of post-traumatic stress and advise them of the availability of the Employee Assistance Programme.

OVERSEAS SERVICE

During the year, members of An Garda Síochána were deployed on two United Nations Peacekeeping Missions, namely, UNIPTF in Bosnia & Herzegovina, UNFICYP in Cyprus. Gardaí were also deployed on the Operation for Security and Co-Operation in Europe (O.S.C.E.) Mission to Macedonia.

Members of An Garda Síochána continued to be recognised for the professional and dedicated manner in which they carried out their duties on these missions. The organisation remains fully committed to the establishment of peace and democracy in the countries where we serve.



BOSNIA & HERZEGOVINA – UNIPTF

There were thirty-five (35) members of An Garda Síochána deployed on this Mission.

The mandate for this Mission included -

- ❖ Monitoring the local police force to ensure that they carry out their duties without discrimination against any person or any nationality
- ❖ Ensuring that local police respect the human rights of all residents in the mission area
- ❖ Training law enforcement personnel and police forces
- ❖ Advising Government authorities in Bosnia & Herzegovina on the organisation of effective law enforcement agencies
- ❖ Ensuring proper conditions prevail for the holding of free and fair elections
- ❖ Providing appropriate assistance to the United Nations High Commission for Refugees (UNHCR), International Red Cross (ICRC) and other recognised humanitarian agencies in support of their work to facilitate the return, in conditions of safety and security, of civilians who have been displaced by the conflict.

The UNIPTF Mission in Bosnia & Herzegovina finished on the 31st December, 2002. However, three members of An Garda Síochána transferred over from the UNIPTF Mission to the European Union Police Mission (EUPM) which commenced on the 1st January, 2003.

CYPRUS - UNFICYP

The mandate of UNFICYP is to prevent the renewal of fighting between the different ethnic groups in Cyprus, by maintaining a peaceful atmosphere within which a just and lasting solution to the Cyprus problem can be found and to provide appropriate assistance for humanitarian agencies. During the year twenty (20) members of An Garda Síochána served with the Garda Contingent with UNFICYP Mission in Cyprus. The members served in eight (8) Civpol stations, namely, Nicosia, Pyla, Ledra, Famagusta, Dherynia, Athienou, Dhenia and Linou.

The CIVPOL Headquarters is based in Nicosia and the posts of Police Commander and Deputy Police Commander were allocated on a rotating basis between the Irish and Australian Contingent Commanders.

The Garda contingent was responsible, primarily in the Buffer Zone, for the following activities not involving UN personnel or UN property:

- ❖ Investigation of criminal offences suspected of having been committed by non-UN personnel
- ❖ Preservation of civil order
- ❖ Resolution of disputes between civilians from the North and South
- ❖ Access control of civilians
- ❖ Supporting UNFICYP in the control of civilians during demonstrations, disturbances, etc.
- ❖ Assisting and monitoring of Cypriot Police investigations
- ❖ Escorting of civilian officials
- ❖ Investigation, including custody, of would-be defectors.

MACEDONIA - OSCE (OPERATION FOR SECURITY AND CO-OPERATION IN EUROPE)

Five (5) members of An Garda Síochána were deployed to this mission and worked as Police Advisors in the following regions:

Skopje:	2
Tetovo:	1
Gostivar:	1
Kumanovo:	1

The mandate for this mission included :-

- ◆ Monitoring and advising on the re-deployment of the local police to the villages and the local communities, to which they did not have access since the beginning of the conflict
- ◆ Confidence building among the local communities
- ◆ Monitoring the activities of the police force, especially concerning their dealings with refugees, displaced persons and ethnic minorities
- ◆ Monitoring the activities of the police force at political, religious and other important events
- ◆ Developing good working relations with senior police officers to enable discussion on matters of mutual interest
- ◆ Carrying out research and preparing briefs on significant police issues.

The five members finished their mission on the 9th December, 2002. No request for replacements has been received to date.



Training and Development

Oiliúna agus Forbartha

The Garda Síochána College is a designated Institute for Higher Education under the Higher Education and Training Awards Council and is the focal point for training and development within the organisation. Outside of the College training takes place at Garda Headquarters and at Divisional In-Service Centres situated throughout the country.

The Director of Training and Development is of Chief Superintendent rank and reports to Assistant Commissioner, Human Resource Management.

The Garda Síochána College conducts two third level courses approved by the Higher Education and Training Awards Council. These are the Bachelor of Arts Degree in Police Management for Garda Officers and Inspectors and the National Diploma in Police Studies which is awarded to new entrants to the organisation who successfully complete the two-year Student/Probationer Education/Training/Development programme.

Within the College there are five education/training schools namely: Management, Promotion, In-Service, Specialist and Student/Probationer, each under the control of a Superintendent. The Schools provide a broad range of training/development programmes for Student Gardaí to Senior Management level.

THE TRAINING DEVELOPMENT UNIT

This Unit is under the control of a civilian training specialist. It provides technical advice and support to the Director of Training and Development across a wide range of training and development areas. The key responsibilities of this unit include policy advice, training needs analysis, programme design, distance learning support and management information provision.

THE ADMINISTRATION OFFICE

This office is under the control of a Superintendent. It is responsible for the upkeep and maintenance of the College complex in addition to the management of civilian staff, conference arrangements and finance.



STUDENT/PROBATIONER TRAINING

The training and development of student/probationer Gardaí is central to the role of the Garda College. In 2002, 497 students entered the College to undergo Phase I of the Student/Probationer Education/Training and Development Course. 497 probationers were attested during the year and four graduations took place at which 485 Gardaí completed their education/training and development programme.

BACHELOR OF ARTS (POLICE MANAGEMENT) DEGREE

The Higher Education and Training Awards Council conferred 15 Garda Officers with the B.A. Degree in Police Management. The B.A. degree programme is a modular course conducted over three academic years. The modules are studied by way of distance learning with residential tutorials held at the Garda Síochána College. Presently there are 48 officers undergoing various modules of the degree programme.



INFORMATION TECHNOLOGY TRAINING

A total of four hundred and eighty six personnel, both Garda and civilian staff, underwent training courses in Microsoft Word, Excel and PowerPoint provided by the Garda College.

In 2002 the Information Technology Training Section conducted a pilot of the Microsoft Office User Specialist programme (MOUS) which permits participants to qualify and be certified by the Microsoft Corporation as Specialist in the use of its Microsoft Office Software which is the standard software programme installed on Garda Personal Computers. It ran from October to December 2002. One hundred and thirty two personnel, Garda and civilian staff took part. Evaluation and analysis will be conducted in early 2003.

IN-SERVICE TRAINING

The core In-Service Training Programme commenced in May 2002. The programme developed for delivery to Garda and Sergeant ranks included the following subjects: Theft and Fraud Offences Act, 2001; Criminal Justice Act, 1999; Equal Status Act, 2000; Children's Act/Sexual Offenders Act, 2001; Conveyance of Hazardous Substances and Conflict Resolution training as well as inputs on local Divisional issues.

EVIDENTIAL BREATH TESTING

Evidential breath testing of persons arrested for suspected offences of drunk driving was again extended in 2002 with evidential breath testing apparatus installed in a further 20 locations. Training in the use of the apparatus by members of An Garda Síochána continued in partnership with the Medical Bureau of Road Safety. During the year a further 374 operators were trained in the use of Evidential Breath Testing equipment providing a total 1,140 trained operators.

OVERSEAS DEPLOYMENT TRAINING PROGRAMMES

Two training courses for members of all ranks who were preparing for peacekeeping duties overseas were conducted in 2002. The courses provided training in Intelligence Briefing, Firearms Recognition and Safe Handling, Mine Awareness, Medical and Psychological Matters and First Aid.

AUDIO VIDEO RECORDING OF SUSPECT INTERVIEWS

The training programme for the audio/visual recording of suspect interviews concluded in 2002 with a further 4,820 members completing the programme.

GARDA TRAINING CONTRIBUTION TO EU AND OTHER POLICE FORCES

During 2002 the Garda Síochána College participated in many of the projects conducted under the auspices of CEPOL, the European Police College.

Assistant Commissioner, Human Resource Management and Chief Superintendent, Director of Training and Development are members of the CEPOL Governing Board.

The Garda Síochána College is the national contact centre for all European initiatives under the CEPOL umbrella. Twenty-eight initiatives commenced in 2002 and An Garda Síochána participated in fifteen of these programmes.

The Garda Síochána College is directly involved in the CEPOL Expert Working Group for Development of Learning Programmes and contributed directly to the development and delivery of the curriculum for the Non-Military Crisis Management course.

The CEPOL Knowledge of Police Systems course was conducted at the Garda Síochána College over a three-week period in June 2002. The course is open to senior police officers from EU Member States and Candidate Countries who are involved in cross border work or international police co-operation in the operational or educational arenas. The course catered for twenty participants and included inputs on EU Policing Institutions, Policing Strategies and Judicial Systems in the Republic of Ireland as well as language training for officers in specific English and legal terminology.

HUMAN RIGHTS OFFICE

The Human Rights Office monitors development of human rights policies, practices and procedures within An Garda Síochána and supports and assists their implementation in an operational context.





The Human Rights Working Group continued to further international contacts during 2002. A sub-committee meeting of the European Platform for Police and Human Rights took place at the Garda College. The sub-committee was tasked with developing a pamphlet outlining the functions and aims of the group.

The programmes on Policing and Human Rights were further developed and integrated with Garda training/development programmes. Inputs were given to Supervisory/Management development programmes. The Human Rights training module for Student Gardaí was further developed with the inclusion of a module on a pilot basis on Phase III of the Student/Probationer Education Training Programme.

Work on the development of a draft Anti-Racism and Human Rights training programme for the organisation was significantly advanced in consultation with the Human Rights Working Group.

QUALITY SERVICE BUREAU INITIATIVE

The Garda National Quality Service Bureau conducted surveys in a number of specific service delivery areas. These included Counter Service, Telephone Answering and Response to Emergency Calls. A review of information that should be clearly and readily available on all aspects of citizen's rights, entitlements and policing processes was also conducted. The review was carried out in association with Comhairle – Citizen Information and also focused on how Citizens' Information Centres could make a contribution to enhancing the relationship between the public and Gardaí at local level.

The pilot project concerned with the introduction of the European Foundation Quality Management (EFQM) in two Garda Divisions, namely the Garda Síochána College and Dublin Metropolitan Region, South-Central Division, was further progressed in 2002. A Strategy document was devised for each pilot scheme to facilitate senior management in implementing the EFQM Model and Service Excellence posters were distributed in each of the piloted divisions. Questionnaires were developed and distributed, one for senior management and the second for all other staff. The results were analysed with a view to designing and developing a strategic overview of the Garda Síochána College and the Dublin Metropolitan Region, South-Central Division and identifying areas for improvement.



Director of Finance

Stiúrthóir Airgeadais

FINANCE DIRECTORATE

As the latter half of 2002 witnessed a substantial deterioration in the public finances, An Garda Síochána was required to ensure that the Garda Vote was delivered within the 2002 financial envelope. Notwithstanding that some of the subheads were under funded, in particular, demand-led items such as superannuation, the final out turn resulted in a total spend of €924.6 million versus a revised budget of €927.1 million. This resulted in a small surplus of €2.5 million which was surrendered to the Exchequer. The excess expenditure for superannuation had to be financed by substantially curtailing the capital investment programme in information and communications technology.

A more detailed analysis of the financial expenditure is available in the Evaluation of the 2002 Policing Plan. The key achievements for 2002 are listed below.

MANAGEMENT ACCOUNTS

Using an in-house developed application, in early 2001 monthly management accounts were introduced and were prepared down to the District and Specialist Unit level. In 2002 the format and the content of the management accounts were further developed. To assist managers the comparative expenditure figures for 2001, converted into Euro, were incorporated into the management accounts. This allowed the budget holders to compare one year's expenditure with another to identify any unusual trends which could be investigated further. The content of the management accounts was improved in that bills from service providers such as electricity, postage and telephones were processed at a Cost Centre or District level rather than a global charge to the accounts.

EURO CHANGEOVER

The commencement of 2002 was an historic period in that the Euro currency was introduced. Following a short dual currency period, the Irish pound was withdrawn from circulation. During the change-over period all financial systems were successfully migrated to the Euro. All forms which incorporated a financial denomination were replaced and the amending legislation was enacted to give effect to the revised Euro amounts. The Finance Directorate staff worked closely with all District Office staff to ensure that the changeover went smoothly. The staff in the Fines on the Spot (FOTS) offices in Dublin and Cork received training in the Euro and the FOTS system was upgraded to accept Euro amounts. The changeover was successfully completed with the minimum of disruption to the organisation.



PROCUREMENT

The Uniform Committee concluded its work on the development of the new operational uniform. As part of that process the ballistic vest and anti-stab vest were pilot tested in 2002. In addition, the extendable baton, which affords members greater stand-off capability and protection, was also pilot tested in 2002.

FINANCIAL MANAGEMENT SYSTEM (FMS)

The contract to implement the new FMS was awarded in early 2002. While the business process re-engineering had commenced prior to the contract award, further substantial work in this area was undertaken in 2002. The Finance Directorate is working closely with the Department of Justice, Equality and Law Reform and the implementation consultants in determining An Garda Síochána's requirements and ensuring that the FMS is built to meet those requirements.

TRAINING AND PERSONNEL

As part of the ongoing objective to create a level of financial understanding for budget holders, financial seminars were held at Regional centres in 2002. Ten one-day seminars were conducted for the Officer Corps to assist them in the discharge of their role as budget holders more effectively.

Two Assistant Accountants joined the Finance Directorate staff and sanction was received to recruit a replacement Management Accountant.

FIVE YEAR FINANCIAL SUMMARY

Subhead Description	1998 Outturn €'000s	1999 Outturn €'000s	2000 Outturn €'000s	2001 Outturn €'000s	* 2002 Outturn €'000s	2003 Estimate €'000s
Salaries, Wages and Allowances	521,274	535,041	584,820	644,938	658,073	686,912
Travel & Subsistence	20,543	19,389	19,583	27,853	28,634	20,984
Incidental Expenses	5,381	8,674	11,751	13,436	12,987	12,547
Postal and Telecommunications Services	8,536	9,056	9,688	8,502	8,749	8,532
Office Machinery and Other Office Supplies	20,942	26,904	15,788	12,497	12,427	23,221
Maintenance of Garda Premises	9,132	4,576	7,792	9,401	8,166	6,638
Consultancy Services	281	89	256	218	222	318
Station Services	8,884	8,351	9,665	11,538	11,693	8,500
SMI Implementation	0	204	843	400	308	611
EU Presidency	0	0	0	0	0	1,000
Clothing & Accessories	3,281	3,290	3,239	4,085	4,331	3,226
Medical Aid Society (Grant Aid)	43	44	46	89	90	86
Transport	17,045	17,753	18,553	17,912	19,432	18,130
Communications and Other Equipment	11,376	8,853	9,584	14,569	14,642	17,663
Aircraft	759	3,243	43	1,855	596	1,686
Superannuation (all pay)	105,372	109,783	130,058	137,270	156,452	164,014
Witness Expenses	682	844	1,163	1,351	1,328	1,110
Compensation	10,597	14,474	13,090	19,169	13,862	11,301
Witness Security Programme	76	152	152	559	1,092	941
Appropriations-in-Aid	(21,305)	(22,595)	(25,150)	(25,890)	(28,514)	(23,636)
NET TOTAL	722,900	748,126	810,966	899,753	924,570	963,784

* Subject to audit by the Comptroller & Auditor General



Deputy Commissioner, Operations

Leas Choimisinéir, Feidhmiúcháin

Deputy Commissioner, Operations, has responsibility for operational policing issues within An Garda Síochána. Along with Deputy Commissioner, Strategic & Resource Management, he is one of the two key supports to the Commissioner. Each of the Regional Assistant Commissioners and Assistant Commissioners, Crime & Security, and National Support Services, report directly to him. He has a small support staff headed by a Superintendent.

Total headline crime during the year increased to 106,415. The Crime Groups "Larceny" and "Burglary" accounted for 12,528 of the increase.

Organised criminal activity continues to be an area of particular concern. During the 2002, An Garda Síochána continued to target these groups, through pro-active intelligence gathering and focused intelligence driven operations. There were a number of notable successes achieved during the year and some of these are highlighted elsewhere in this report.

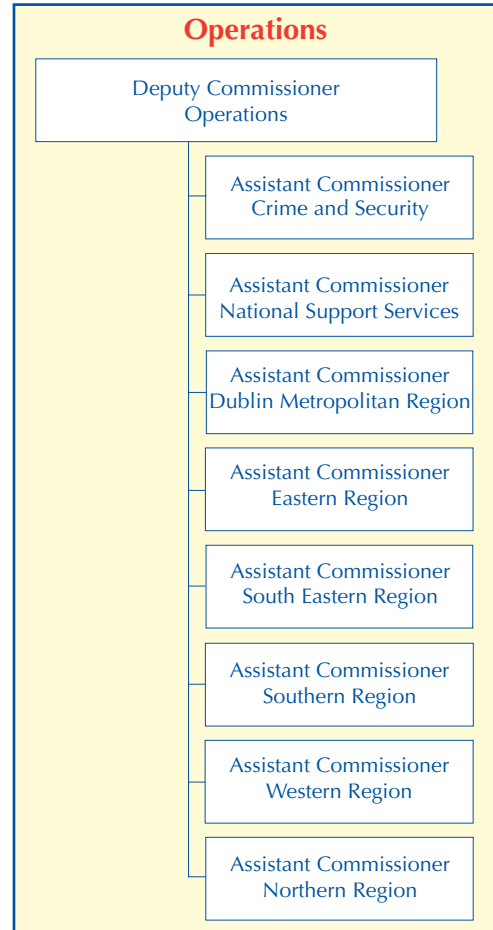
The 'Traffic Watch' initiative, whereby a lo-call telephone number (1890 205 805) is used to report incidents of dangerous or careless driving, aimed at reducing death and injury on the roads, which was operated on a pilot basis in the South Eastern Region during 2002, has been well supported by the public and proved very successful in raising awareness among all road users of the need for and the value of actively contributing to improving road safety.

The public order situation continues to be a cause for concern. In February, 2002, Operation Encounter was initiated to focus Garda attention on public order issues occurring in the community. The operation has proved a considerable success with increasing evidence of a gradual improvement in the situation.

With a view to addressing the public order situation in a systemic way, a policy document on a Uniform Approach to the Enforcement of the Liquor Licensing Laws was developed during the year. Its aim is to achieve a consistency of approach nationally to the subject, thereby reducing one of the main causes of disorder, i.e. alcohol abuse. A central tenet of the policy is the development of a co-operative approach with other stake holders, including representatives of the drinks industry, relevant government agencies, student and parent bodies, etc.



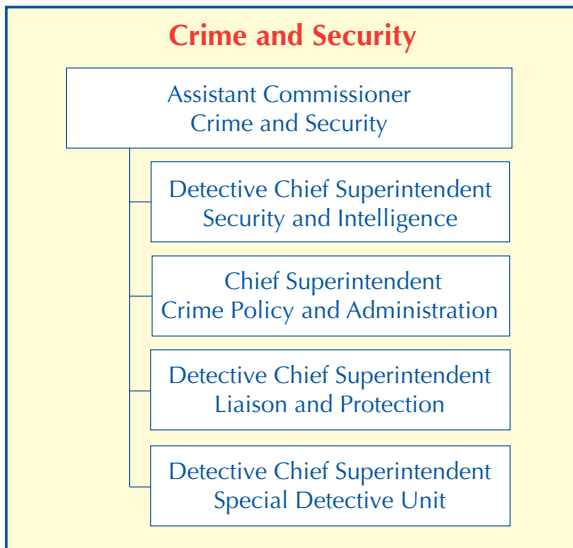
During the year, significant developments on the operational policing front were made in the areas of serious crime investigation management, and criminal intelligence gathering and management, all with a view to improving the capacity of An Garda Síochána to fulfil its crime investigation role effectively. The consequences of the attacks of 11th September, 2001 continue to be felt in the areas of security and emergency planning, areas where significant progress was made during the year.





Crime & Security

Coireacht agus Slándáil



Assistant Commissioner, Crime & Security, has overall responsibility for crime policy and administration, subversion and security issues within An Garda Síochána. He reports to Deputy Commissioner, Operations.

SECURITY AND INTELLIGENCE

The main function of Security and Intelligence Section is the monitoring of trends in subversive and criminal activity in the State and providing operational support to investigation units involved in intelligence-driven operations targeting serious and subversive related crime.

During 2002 the Section developed and maintained its operational links with police organisations and security services throughout the world.

The Section hosted two major international conferences during the year:

“An Intelligence-Led Approach to Targeting and Disrupting the Use of Drug Trafficking and Money laundering as a Means of Funding Terrorism” was held in September, 2002, under the auspices of the EU funded Oisín programme. An international audience of fifty delegates from police organisations and security services participated over two days.

A meeting of the Police Working Group on Terrorism was held over two days in October and November, 2002. Sixty international delegates attended.

The Section prepares threat assessment documents on a regular basis for the Commissioner based on its analysis of current intelligence. It is also responsible for advising the Commissioner on firearms licensing policy issues.

LIAISON AND PROTECTION

The Liaison and Protection Section is under the direction of a Detective Chief Superintendent. It deals with international law enforcement liaison and national security policy and implementation. The section also has responsibility for VIP security, Europol, Interpol, Sirene and International Coordination.

INTERNATIONAL CO-ORDINATION UNIT.

The International Co-Ordination Unit (ICU) was established in 2002 and incorporates the EU Coordination Unit.

The ICU provides a secretariat for the Multidisciplinary Group (MDG) on Organised Crime and the Police Cooperation Working Group that meet monthly in Brussels, in addition to the Pre Accession Pact Experts Group





(PAPEG) which meets 2 to 3 times per year. This involves receipt of agendas, obtaining relevant documents, analysis of same and preparation of briefing notes for the officers attending at the meetings. The ICU is also responsible for all matters relating to a number of other working groups that Officers of An Garda Síochána attend such as the Chiefs of Police Task Force, and the Horizontal Drugs Group.

During 2003 the ICU will be the central co-ordination point for An Garda Síochána prior to the EU Presidency which Ireland holds in the first six months of 2004. The ICU will also liaise with similar units in the Member States

who hold the Presidency before and after Ireland to ensure a co-ordinated approach and the smooth handover of issues not completed during the Irish Presidency. It is responsible for the administration of the Memoranda of Understanding that exist between An Garda Síochána and other countries and for the administration of all the EU funded programmes.

An Garda Síochána managed the following 6 EU funded projects during 2002

1. **Joint Tactical Intervention Procedures for Management of Critical Incidents** was managed by the Garda Emergency Response Unit with United Kingdom, Germany, Netherlands, France and Belgium.
2. **Cooperation by law enforcement agencies in responding to Major Disasters at Borders** was managed by the Northern Region with United Kingdom, France Italy, Sweden and Denmark.
3. **International Police Cooperation Channels for Information Sharing on Organised Crime** was managed by Liaison and Protection with United Kingdom, Italy, Sweden, Germany, Spain and France.



4. **Immigration – A combined approach to combating difficulties encountered (Odysseus)** was managed by GNIB with Sweden, Denmark, Belgium, Portugal, Latvia and Czech Republic.
5. **Compilation of a European Union Police Reference Manual (Oisín)** was managed by The Garda College with The Netherlands, Italy, Luxembourg, Austria, Belgium, Denmark, Greece, Denmark and United Kingdom.
6. **An intelligence led approach to targeting and disrupting the use of drug trafficking and money laundering as a means of funding terrorism** was managed by Crime and Security with Spain, Portugal, Finland, Luxembourg and the United Kingdom.



INTERPOL NATIONAL CENTRAL BUREAU (NCB)

Interpol was set up to enhance and facilitate global cross-border criminal police co-operation. Today it is the second largest international organisation after the United Nations, with 181 member countries spread over five continents.

The NCB is a single point of contact for law enforcement agencies that require assistance with investigations and contact information when confronted with different police structures in other countries. The section is required to provide round the clock service in the four official languages (English, French, Spanish and Arabic).

Two members of An Garda Síochána are currently seconded to the Interpol General Secretariat (IPSG), one Sergeant is attached to the Trafficking in Human Beings Section and another is attached to Regional and National Police Services with special responsibility for training. This latter member is also responsible for training in relation to the new 1-24/7 Global Communication System.

In 2002 the new 1-24/7 Global Communication System was rolled out. This major initiative provides secure global communication and database search of wanted persons, missing persons, stolen vehicles, stolen art etc.

The Interpol website (www.interpol.int) is a very useful resource, to which members of the public have some limited access.

PROTECTION OFFICE

The Protection Office was established in 1974 and co-ordinates security arrangements for An t'Uachtarán, the Diplomatic Corps, the Judiciary and visiting VIPs. It is also responsible for security matters relating to cash escorts, ports, airports, computer security, bank and financial institutions, government departments, courts and embassies.

During 2001 and 2002 the Protection office co-ordinated the Euro change-over that took place on the 1st January 2002. It had to organise the secure distribution of the Euro and the repatriation of the Punt. In 2002 the Office processed visits of a number of VIPs including Prince Charles, the Hungarian Prime Minister, HRH Prince Michael of Kent, HRH Princess Royal and Hillary Rodham Clinton. The International Achievement Summit was held in June 2002. It was attended by 3 serving Heads of State from Columbia, Afghanistan and Latvia. Among other VIPs present were former US President Bill Clinton, Mr. Henry Kissinger, Gen J Ralston NATO Commander, former President of Pakistan Benazir Bhuto, former Soviet President Mikhail Gorbachev, former Israeli Prime Minister, Ehud Barak, Mr. David Trimble, First Minister N.I. and HRH Prince Bandar of Saudi Arabia.

In 2002 preparations commenced for the holding of the Special Olympics 2003 in Ireland.





EUROPOL

The establishment of Europol was agreed in the Maastricht Treaty on European Union of 7th February 1992. Europol's aim is to improve the effectiveness and co-operation between the competent authorities of the Member States in preventing and combating serious international organised crime. Europol will get involved where an organised criminal structure is evident and where two or more States are affected. The Europol Management Board comprises of one representative from each Member State who has the overall task of supervising the activities of the organisation. Assistant Commissioner Crime and Security is An Garda Síochána's representative on the Europol Management Board.

At the end of 2002 Ireland had a Detective Inspector and a Detective Sergeant appointed as Liaison Officers at Europol and a Detective Garda as a seconded expert.

The Europol Computer system (TECS) was established as a result of the Europol Convention. The TECS has three principal components – an information system, an analysis system and an index system. The analysis and index systems are already in place and the information system became operational in 1st January 2002. More advanced versions will follow that will eventually connect all Member States and offer access to the system in all the official languages in the EU.

Further information can be obtained on the Europol web-site www.europol.eu.int

SCHENGEN

Ireland ratified the Schengen Acquis on 28th February, 2002, making provision for greater police co-operation between the seventeen Schengen Member States. A key benefit for An Garda Síochána will be direct access to the Schengen Information System (SIS). This system facilitates the electronic transfer of alerts between the Member States regarding wanted persons, missing persons, stolen vehicles & objects.

The Schengen implementation project is now well underway and considerable Garda resources in terms of personnel, I.T. and training will be required for successful SIS integration.

A national Schengen single point of contact to be known as the Sirene Office will be established and will be based in Liaison & Protection Section. The Sirene Office will operate round the clock and serve to communicate directly with the other Schengen Member State Sirene Offices.

LIAISON OFFICERS

An Garda Síochána has a number of Liaison Officers and other staff based in Europe, who assist home based units involved in investigations with an International/European element. One Detective Inspector and one Detective Garda are based at Europol Headquarters in The Hague and a Detective Sergeant is based at Interpol Headquarters in Lyon. There is an Inspector based in the Irish Embassy in Paris and one Detective Sergeant each based at the Irish Embassies in London, The Hague and Madrid. These latter three Garda personnel are engaged primarily in drug liaison matters in the countries where they are based and adjoining territories.

BUREAU DE LIAISON (BDL)

The Bureau de Liaison provides a secure communications centre for the exchange of information between An Garda Síochána and Police Law Enforcement Agencies world-wide on issues of State security and with Garda Liaison Officers positioned abroad. It also provides secure communications systems for internal Garda networks.

The BDL is tasked with updating and implementing new secure systems of communications as required and ensuring the speedy exchange/delivery of information.

SPECIAL DETECTIVE UNIT

The Special Detective Unit's responsibilities include :

- ◆ State Protection;
- ◆ Monitoring the activities of subversive and extremist groups;
- ◆ Investigation of subversive and terrorist crime, national and international;
- ◆ Protection of VIPs;
- ◆ Protection of cash in transit;
- ◆ Provision of armed response;
- ◆ Operation of Witness Security Programme.

The Unit also includes the highly trained and equipped specialist armed intervention unit, the Emergency Response Unit. It is utilised in resolving hostage-type situations and in response to situations where armed resistance may be encountered.

COUNTER TERRORISM – INTERNATIONAL DIMENSION

The attacks in the United States of America of 11th September, 2001, have highlighted the international dimension of terrorism. The Special Detective Unit has intensified its monitoring of persons resident or currently in this jurisdiction suspected of involvement with international terrorist groups. During the year, the Unit provided specialist training for personnel involved in this area and it continued to work on developing links with a view to supporting its work in this area.

COMBATING INTERNAL TERRORIST GROUPS

The Unit has played a significant role in combating the activities of terrorist groups at home and has had some major successes against dissident groups such as the Real IRA and Continuity IRA. Currently, much of the leadership of these groups is in custody, having been convicted or awaiting trial for terrorist related offences. In addition, arising from close co-operation with other Units notable seizures of firearms and terrorist paraphernalia have been made.



CRIME POLICY AND ADMINISTRATION

Crime Policy and Administration Section is headed by a Chief Superintendent, who reports to Assistant Commissioner, Crime & Security. As the title suggests, the Section is responsible for advising the Commissioner in relation to general crime policy issues. It is also responsible for a number of other crime related functions on a national and international basis.

The Crime Administration Office monitors progress in serious crime investigations on behalf of An Garda Síochána.

The Missing Persons Bureau co-ordinates and assesses data relating to missing persons. It also records incidents of sudden deaths and the discovery of un-identified bodies.

The Legal Office provides legal advice to the organisation on operational and administrative issues.

The Mutual Assistance Section co-ordinates the execution of all official letters of request for Mutual Assistance received from other jurisdictions. Outgoing requests from this jurisdiction are also routed through this office. The section processes all incoming requests for visits to this jurisdiction by officers of other police organisations that are made through Interpol. Outgoing requests by members of An Garda Síochána are also processed, as are Police to Police requests with the Police Service of Northern Ireland.

The Extradition Section is tasked with receiving and executing extradition requests in respect of fugitives who have fled from justice in other jurisdictions and may be located within this State. It also processes extradition requests for the arrest and extradition to Ireland of persons who are wanted to face charges in this jurisdiction and who may be found in another.

The Crime Statistics Office compiles criminal statistics that feature in the Annual Report of An Garda Síochána and provides a general crime trend monitoring service.

DEATHS IN GARDA CUSTODY

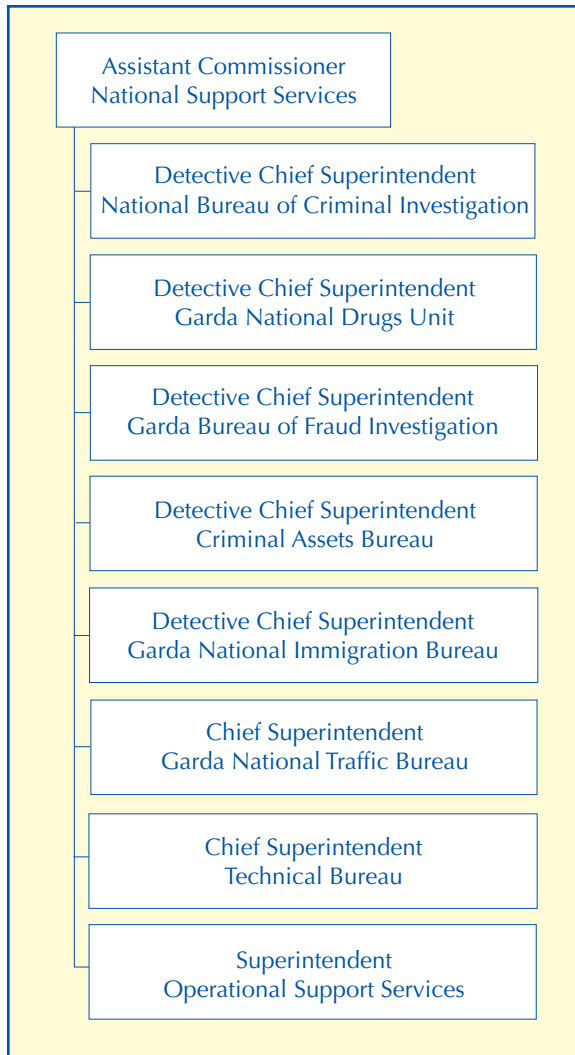
On the 26th December, 2002, a person in custody in Kilmainham Garda Station was discovered in an unconscious state in a cell. He was brought to hospital where death occurred some hours later. At the time of writing an Inquest into the death had not been held.





National Support Services

Seirbhísi Tacaíocht Náisiúnta



Assistant Commissioner, National Support Services, has overall responsibility for a number of national units and reports to Deputy Commissioner, Operations. These Units are shown on the accompanying chart, and deal primarily with some of the major crime and enforcement areas. The primary focus of the position is the co-ordination of the activities of the national units and to achieve operational synergies where possible.



National Bureau of Criminal Investigation

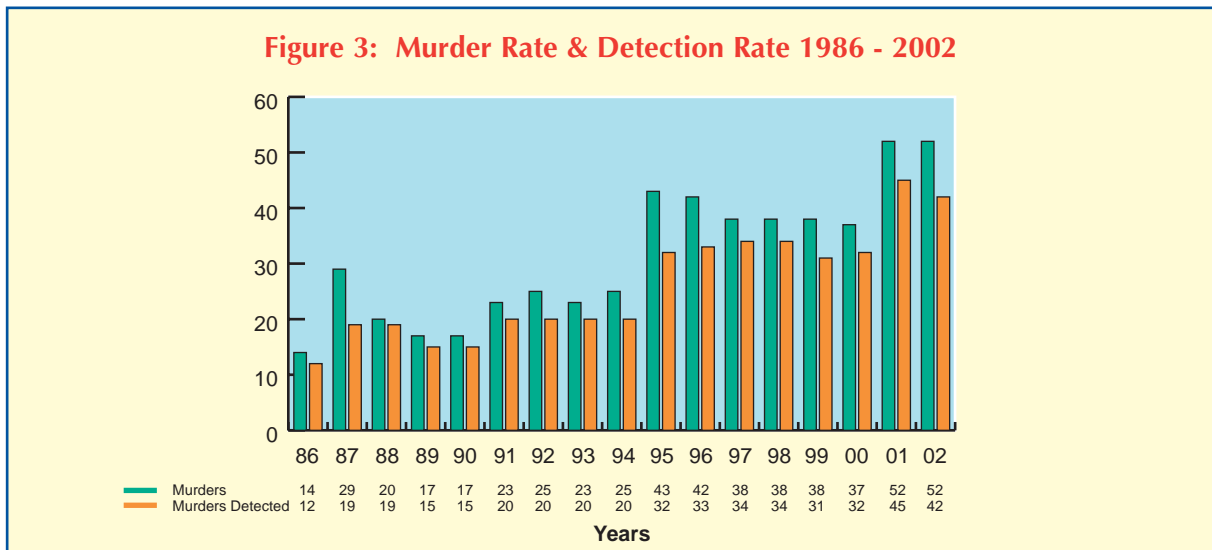
Biúró Náisiúnta Imscrúdu Coiriúil

The National Bureau of Criminal Investigation (N.B.C.I.) is headed by a Detective Chief Superintendent reporting to Assistant Commissioner, National Support Services. The Bureau, which was established in 1997 with the amalgamation of a number of national investigation units, is based at Harcourt Street, Dublin 2. The national investigative remit of N.B.C.I. now includes: -

- ◆ Murder
- ◆ Serious & Organised Crime
- ◆ Anti-Racketeering
- ◆ Domestic Violence and Serious Sexual Assault
- ◆ Paedophile Investigations
- ◆ Stolen Motor Vehicles & Plant
- ◆ Theft of Computer Components
- ◆ Arts and Antiques Thefts
- ◆ Postal and Telegraphy Thefts and Fraud
- ◆ Intellectual Property Rights Violations

MURDER, SERIOUS AND ORGANISED CRIME

While the responsibility for the proper investigation of all crime rests with the local Garda officers, the National Bureau of Criminal Investigation provides assistance to serious investigations through a range of expertise and skills available within the Bureau. Bureau staff assist in all aspects of the investigation including preliminary enquiries; case management; Incident Room management; general investigation; file preparation and other ancillary aspects of a criminal investigation. Specialist investigation teams within N.B.C.I. carry out these tasks when requested by local Garda officers or on direction of senior Garda management. The Bureau also proactively engages in intelligence gathering on known criminal suspects.



The graph shows the murder rate over the last fifteen years and the substantial detection rate. The high detection rate reflects the good public co-operation enjoyed by An Garda Síochána and, in some way, reflects upon the manner in which murder investigations are managed.

ANTI-RACKETEERING UNIT

The protection of intellectual property rights is the primary function of the Anti-Racketeering Unit. To ensure a structured and co-ordinated approach in tackling the problem of counterfeit products, the unit liaises on a national basis with investigating Gardaí and assists in all aspects of this particular criminality. Personnel also interact with other agencies involved in the protection of intellectual property thus raising awareness of the value of Intellectual Property Right, both in terms of creation and royalty revenue.

ARTS AND ANTIQUES UNIT

The theft of art and antiques caters for a specialised niche market in such goods and An Garda Síochána has developed a certain expertise in investigating such criminal acts. The Arts & Antiques Unit, through a range of activities, endeavours to heighten the awareness of the public to this type of theft and also provides operational assistance and expertise to Garda personnel investigating this specific type of crime.

To keep abreast of international markets and developments in this area, liaison is maintained with arts and antiques dealers, museums and galleries worldwide, in addition to close liaison with similar police investigation units elsewhere.

STOLEN MOTOR VEHICLE INVESTIGATION UNIT

The Stolen Motor Vehicle Investigation Unit (S.M.V.I.U.) investigates the theft of motor vehicles, plant/machinery and related crime, which today comes under the category of organised crime.

Because of our geographic location as an island, it is a fact that our external problems in respect of motor vehicles and plant/machinery theft are associated primarily with the United Kingdom.

The primary focus of the Stolen Motor Vehicle Investigation Unit is the co-ordination of information and intelligence relating to the theft of motor vehicles, plant and equipment and related crime on a national basis. The Unit also targets suspects, along with maintaining regular liaison with the motor industry, insurance companies, car hire companies, car auctions and with similar police investigative units in other jurisdictions. The Unit also uses the media to assist in preventing motor vehicle theft and associated crime.

The Stolen Motor Vehicle Investigation Unit is involved, on an ongoing basis, in operations and initiatives proposed by Europol and Interpol. An Garda Síochána has instant access to the Stolen Vehicle Database from 63 countries throughout the world. As a result, the Unit has been able to identify and seize a considerable number of vehicles stolen in Japan, the United Kingdom and to lesser extent mainland Europe and the United States of America.





CRIMESTOPPERS

Crimestoppers is a worldwide concept revolving around a partnership between the police, the community, the media and the business world. The initiative was launched in Ireland in 1998 and while managed by an independent board, it is operated by An Garda Síochána at the Crimestoppers Office within N.B.C.I.

Crimestoppers provides a confidential service to the public to pass information to An Garda Síochána on suspected criminal activity, using a freephone telephone number – 1800 25 00 25. Calls received are dealt with by Detective Gardaí and a reward system operates where information results in a criminal conviction.

Since its establishment in January 1998 up to the 31st December 2002, the Crimestoppers Office has received 1,960 actionable calls.

COMPUTER THEFT INVESTIGATION UNIT.

This Unit provides an effective prevention and investigative function to combat computer related crime, including robbery, hijacking, piracy, and thefts of computers and their component parts.

Since its inception the unit has responded positively to developments in computer crime. Through a series of proactive measures including crime prevention advice and establishing a network between industry, traders and law enforcement, the theft of computer components has been greatly reduced.

As with so many other aspects of organised criminal activity, there is a substantial international aspect to the theft of computer parts. The Unit maintains ongoing liaison with police services throughout Europe and beyond. There has been a recent trend of attempting to obtain computers by false pretences using compromised credit card numbers. These attempts were carried out by criminals using numbers from credit cards generally compromised in the United Kingdom. In most cases the cardholders were not aware their credit card numbers had been used until contacted by either the company on a confirmation check or by members of An Garda Síochána investigating the attempt.

COMPUTER PIRACY

The ability to define, locate, analyse and act upon relevant information is the key to success in many endeavours. Central to recent success has been Information Technology and the ability of software in particular to store, retrieve, view and share information, without the constraints of time, distance or volume. Despite the impressive contribution of the packaged software industry to economic growth, employment, and industrial competitiveness, there is one major obstacle and that is software piracy. The Computer Theft Investigation Unit investigates on a national basis such Intellectual Property Rights violations.



DOMESTIC VIOLENCE AND SEXUAL ASSAULT INVESTIGATION UNIT

Advice, guidance and assistance in the investigation of child sexual abuse, other sexual crimes and domestic violence, are given to Gardaí by personnel from the Domestic Violence and Sexual Assault Investigation Unit (DVSAIU). The Unit leads the investigation in the more complex cases.

The DVSAIU also liaises with relevant Government Departments, State bodies and voluntary groups, embracing the very necessary multi-agency approach to tackling these crimes and their causes. One of

the primary considerations for An Garda Síochána in these cases is the protection and welfare of the child/children whilst ensuring the proper investigation of the alleged activity.

DVSAIU personnel also spend considerable time delivering presentations to various training, development and management courses within An Garda Síochána and to various gatherings and conferences outside. During the year, the Unit continued to develop its capacity to investigate illegal pornographic activity on the Internet, especially child pornography.

The unit has been involved in an on-going Europol training module, involving police investigators from all fifteen E.U. Member States, focusing on combating child pornography on the Internet. The global dimensions of child pornography investigations demands co-ordinated international co-operation.

As a result of the introduction of the Sex Offenders Act 2001, certain notification requirements are now imposed on a category of convicted sex offenders. The Domestic Violence and Sexual Assault Investigation Unit has a central function in the operation of this legislation.

A major development during 2002 was the establishment of the Paedophile Investigation Unit. The role of this unit is: -

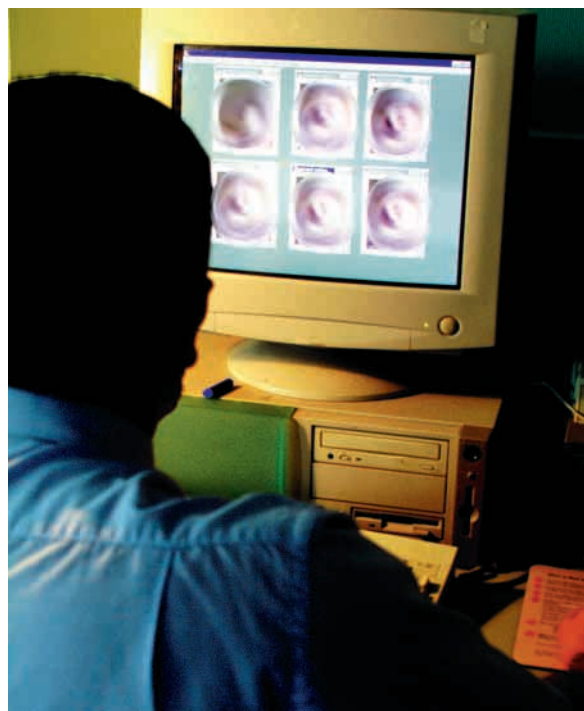
- ◆ Enforcement of the provisions of the Child Trafficking and Pornography Act, 1998.
- ◆ Investigation and co-ordination of cases relating to the possession, distribution and production of child pornography, and any alleged sexual abuse pertaining to it.
- ◆ Provision of a resource/information centre for An Garda Síochána on matters relating to this type of crime.
- ◆ Proactive investigation of intelligence concerning paedophiles and their use of technology.
- ◆ Liaison with relevant outside agencies and the promotion of best practice within An Garda Síochána in the investigation of paedophile related crimes.

POST OFFICE INVESTIGATION UNIT

The Post Office Investigation Unit within NBCI continues to investigate postal and telegraphy offences. Close liaison is maintained with the statutory and commercial concerns in the business sector. The Unit also provides expertise in the investigation of these types of offences.

CHALLENGES

High-tech crime impacts across all crime areas. The potential for abuse and theft of data has increased due to the growth in what is stored electronically. Despite its undoubted benefits, the Internet increases criminal opportunities, provides global reach and anonymity. It can be predicted that transnational crime will continue to grow with the further advancement of modern technology. This poses a serious challenge to An Garda Síochána and law enforcement agencies worldwide in terms of proper strategic planning to counter this type of crime. More trained resources will be required in the area of imaging, extraction, processing and presentation of digital evidence.



Garda Bureau of Fraud Investigation

Biúró an Gharda um Imscrudú Calaoise

The Garda Bureau of Fraud Investigation is headed by a Detective Chief Superintendent.

The functions of the Bureau are to:

- ◆ Investigate serious and complex fraud complaints, cheque and credit card fraud, money laundering offences, counterfeit currency offences, the forensic analysis of computer media and investigation of computer related crime.
- ◆ Investigate criminal breaches of the Companies Acts and Competition Act through our staff seconded to the offices of Corporate Law Enforcement and the Competition Authority.
- ◆ To collect information on financial crime to enable the Bureau to play a proactive role in this area.

For operational reasons the Bureau is divided into a number of units:

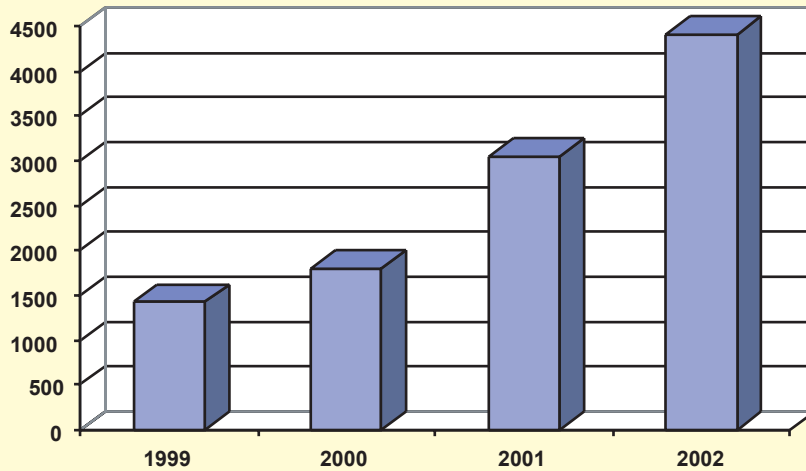
- ◆ Assessment Unit
- ◆ Commercial Fraud Investigation Unit
- ◆ Computer Crime Investigation Unit
- ◆ Money Laundering Investigation Unit (MLIU)
- ◆ Cheque/Credit card/Counterfeit Currency and Advance Fee Fraud Unit
- ◆ Corporate Enforcement Unit (personnel are seconded to the Office of the Director of Corporate Enforcement (ODCE).
- ◆ Competition Authority Unit (personnel are seconded to the Competition Authority).

During 2002 credit card fraud increased by approximately 50%. The majority of this fraud is accounted for by the use of counterfeit credit cards and “card not present” fraud. The value of property fraudulently obtained increased proportionately.

The introduction of the Euro currency on the 1st January 2002, resulted in the Bureau receiving 241 cases of counterfeit currency. These figures, when combined with those supplied by the Central Bank, are outlined as follows:

Currency Denomination	Euro	STG £	US \$ Notes
5	2		
10	261		
20	2,491	17	
50	4,482	200	
100	4		5
200	1		
500	0		
Total notes Seized	7,241	217	5
Monetary value	€277,140	£10,340	\$500

**Fig 4. Money Laundering Investigation Unit (M.L.I.U)
Number of Suspicious Transactions Received 1999 – 2002**



Commercial fraud complaints continued to grow in both numbers and complexity with a number of high profile cases under investigation.

The year under review was another successful one for the Bureau. In a joint investigation with the Criminal Assets Bureau and Customs Officers in Ireland and the U.K., the Money Laundering Investigation Unit was involved in the largest Proceeds of Crime Order ever granted by the High Court over cash assets to the order of €22 million. In another operation, 20 Kgs. of controlled drugs were discovered, cash totalling €660,000 was seized and property valued €300,000 was frozen by the Criminal Assets Bureau. A number of persons have been charged with drug trafficking and money laundering offences in the U.K. and in this jurisdiction and are currently awaiting trial.

The Computer Crime Investigation Unit organised a joint E.U. Department of Justice Equality & Law Reform sponsored project entitled "Training – Cyber Crime Investigation – Building a Platform for the Future". The purpose of the project was to research and examine the key issues in providing a unified European approach to the investigation of high tech crime. Eight countries from within the European Union were involved in the project. The group produced firm recommendations in relation to training of high tech crime investigators.

The year saw a successful result in a landmark case of major insurance fraud, which led to the conviction of the principal suspect. The investigation, which was countrywide, commenced in 1997 and was conducted by members attached to the Bureau and members attached to the Sligo/Leitrim and Longford/Westmeath Divisions.



Criminal Assets Bureau

An Biuró um Shócmhainní Coiriúda

The Criminal Assets Bureau is a statutory body established by the Criminal Assets Bureau Act, 1996, based at Harcourt Square, Dublin 2. It is a multi-agency unit and consists of personnel from the following bodies: -An Garda Síochána, the Office of the Revenue Commissioners (Taxes and Customs & Excise), and the Department of Social and Family Affairs. The Bureau has legal and professional expertise available to it including a Bureau Legal Officer who is appointed under Section 8 of the Act.

The Bureau is under the direction and control of the Chief Bureau Officer who is a member of An Garda Síochána holding the rank of Chief Superintendent. The Chief Bureau Officer is legislatively responsible to the Commissioner for the performance of the Bureau's functions.

The objectives of the Bureau, which are laid down by statute, include the identification of assets wherever situated, of persons, which derive or are suspected to derive directly or indirectly from criminal activity. The Bureau has primary responsibility in this area and takes appropriate action to deprive or deny those persons of the assets and the proceeds of their criminal activity.

The Bureau applies both criminal and civil processes in carrying out its statutory remit. It proactively targets assets of persons which derive from criminal activity in an effort to identify, seize and confiscate wealth illegally obtained by these persons. The Bureau continues to have as its primary focus the illegal proceeds of drug trafficking. It also targets the suspected proceeds of other types of criminal activity including living off immoral earnings, corruption, carousel fraud and money laundering. It takes action against illegal assets both inside and outside the jurisdiction. The Bureau continues to remain in close contact with its European and international partners in the identification, tracing and seizing of illegally obtained assets or wealth.

In 2002 the Bureau continued to pursue its objectives and functions to deprive persons of the proceeds of criminal activity. During the year the Bureau took action in 12 new cases under the Proceeds of Crime Act 1996 while at the same time it continued ongoing court actions in several other cases. Since its inception the Bureau has obtained court orders against some €50m worth of assets under the Proceeds of Crime legislation. It has also applied its statutory remit under the Revenue Acts against the proceeds of criminal activity. In 2002, Bureau action has resulted in the collection of approximately €10m in taxes due to the State. Action was also taken under Social Welfare legislation to disallow persons not entitled to benefits. The Bureau also instituted criminal prosecutions against persons for breaches of tax and social welfare laws.

In combating the trans-national nature of criminal activity, representatives of the Bureau regularly attend conferences and training courses organised by among others, the DEA (Drug Enforcement Administration). The Bureau continually welcomes visitors and delegations from other jurisdictions and makes presentations to them to highlight the work of the Bureau in targeting the proceeds of crime in this jurisdiction.

The Bureau submits an Annual Report through the Garda Commissioner to the Minister for Justice, Equality and Law Reform each year in accordance with Section 21 Criminal Assets Bureau Act, 1996, The Report is then laid before the houses of the Oireachtas.



Garda National Drugs Unit

Aonad Náisiúnta na nDrugáí



The Garda National Drugs Unit is based at Dublin Castle and is in existence in its present form since September 1995. It is headed by a Detective Chief Superintendent.

The Unit conducts intelligence driven operations focusing on the identification and targeting of international and national criminal networks involved in drug distribution. In an effort to maximise the intelligence it receives, the unit maintains close liaison with many drug law enforcement organisations from other jurisdictions and utilises the services of the Garda Liaison Officers based in London, The Hague, Madrid and Paris. The Garda National Drugs Unit is also an active participant in international groupings and fora, including Europol, Interpol and E.U. Working Groups.

The Unit facilitates international drug investigations within the framework of International Mutual Assistance in Criminal Matters.

Nationally the Garda National Drugs Unit supports and undertakes joint operations with local operational units and continues to co-ordinate successful on-going operations such as Nightcap and Cleanstreet, which target local distribution networks.

Under the National Drugs Strategy 2001-2008 the Government assigns responsibility to different agencies and departments for delivering drugs policy. The Garda National Drugs Unit is responsible for ensuring that An Garda Síochána meets its obligations in relation to the National Drugs Strategy and does so by coordinating the activities of the National Implementation Team which was established in order to implement the Action Points under the Strategy relative to An Garda Síochána .

At an international level one of the major policing challenges faced by the Garda National Drugs Unit is maintaining its ability to counteract new drug distribution methods and networks in the face of the ever changing political, economical and technological environment. Significant developments include the expansion of the European Union, the removal of border controls throughout the Union, and increased global trade. In terms of addressing drug distribution and misuse within the State, the principal challenge will be the implementation of the Government's National Drug Strategy in collaboration with other statutory, community and voluntary agencies, the overall aim of which is to significantly reduce the harm caused to individuals and society by the misuse of drugs.

In 2002 the Garda National Drugs Unit recorded a number of operational successes which resulted in significant seizures of drugs and firearms.

Operation Zombie:	Arrests: Seizures:	14 Cannabis Resin 1705 kgs Cocaine 8 kgs Firearms 6
Operation Imperial:	Arrests: Seizures:	5 Heroin 3 kgs Cocaine 5 kgs Amphetamines 5 kgs
Operation Abalon:	Arrests: Seizures: Cocaine:	7 Cannabis Resin 48 kgs 2½ kgs
Operation Boomerang:	Arrests: Seizures:	5 Cannabis Resin 200kgs

In addition: *Operation Cleanstreet VI* was undertaken between April and June 2002. This operation resulted in the detection of 95 individuals supplying Heroin throughout the Dublin Metropolitan Region.

Operation Nightcap continued throughout 2002 resulting in seventeen premises targeted of which nine notices were served under the provisions of the Licensing (Combating of Drug Abuse) Act 1997.

A number of policy initiatives were undertaken during 2002 including the completion of Phase I of a Garda Research Project which examines the linkages between opiate misuse and associated crime and an E.U. funded programme examining Drug Prevention/ Intervention Strategies in a number of E.U. and candidate countries.

Garda National Immigration Bureau

Biuró Náisiúnta Inimirca an Gharda Síochána

The Garda National Immigration Bureau (GNIB) was established in May 2000. The GNIB is responsible for all Garda matters pertaining to immigration on a national basis. It is headed by a Detective Chief Superintendent.

During 2002, 4391 illegal immigrants refused leave to land at Irish Ports of entry were returned to either their country of origin or the country from which they had embarked on their journey to Ireland. The majority of such persons (3,055) were refused leave to land at Dublin Airport.

The growth in recent years in the number of people seeking asylum in Ireland is shown in the following table

Statistics on Asylum Seekers 1992 to 2001

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
No of Applications	39	91	362	424	1,179	3,883	4,626	7,724	10,938	10,325	11,634

REGISTRATION OF NON EEA NATIONAL

During 2002, 93,546 non-EEA nationals registered on the GNIB computer information system. All such qualifying persons were issued with a computer generated "credit card style" certificate of registration which has replaced the former "Green Book" certificate of registration during 2002.

DEPORTATION ORDERS EXECUTED

During the year there were 547 persons removed from the State by GNIB.

CRIMINAL INVESTIGATIONS RELATING TO IMMIGRATION

A number of investigations in relation to breaches of the Illegal Immigrants (Trafficking) Act, 2000 have been conducted. A separate Investigation Section has been established in GNIB during 2002 in response to the growth in immigration related crime. The documents and intelligence section has been enhanced with the allocation of additional human resources, the new office premises and the acquisition of specialist document examination equipment.

The Garda National Immigration Bureau continued to co-operate closely with other stakeholders for the purpose of preventing illegal immigration. Members



of An Garda Síochána have been present at the French Ports of Cherbourg and Roscoff for the purpose of monitoring passengers embarking on ferries bound for Ireland. During 2002 only 14 persons claimed political asylum in Rosslare as compared with 40 in 2001 and 1,578 in 2000.

In recognition of the particular problems posed by the Common Travel Area between the United Kingdom and Ireland the GNIB has been involved in a number of joint initiatives with colleagues from the UK. This co-operation involved staff exchange as well as joint operations in monitoring flights and ferry crossings within the Common Travel Area.

In October 2002 the Bureau moved to new premises at 13/14 Burgh Quay, Dublin 2. In conjunction with the move, the GNIB computerised information system was launched. The effect of these developments has been to significantly improve the quality of the service provided to Bureau customers by the provision of a quality registration service in a customer friendly environment. The GNIB computer system has been rolled out to a total of 23 sites throughout Ireland.



Garda National Traffic Bureau

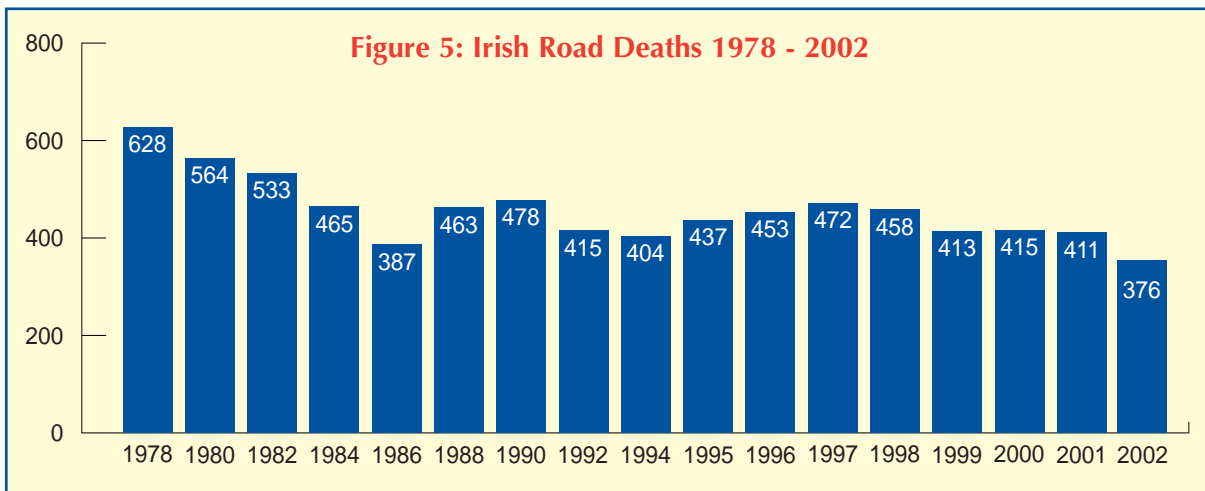
An Biúro Náisiúnta um Tráchtá an Gharda Síochána



The Garda National Traffic Bureau is headed by a Chief Superintendent and is based in Garda Headquarters, Phoenix Park, Dublin. The Bureau comes under the overall control of Assistant Commissioner, National Support Services and is primarily responsible for providing advice on national traffic policing issues and coordinating and overseeing the implementation of organisational policies in this area. The Bureau also has responsibility for a number of additional related areas such as road transport and haulage, and emergency planning.

In furtherance of its remit, the Bureau oversaw the continuing success of Operation Lifesaver, the tendering for the new Fixed Charge Processing System, the implementation of the Interim Manual Penalty Points Initiative, the implementation of the pilot Traffic Watch Initiative in the South Eastern Region, and the establishment of the Collision Prevention Programme in each Garda District.

The continuing strong emphasis throughout the organisation on the enforcement of the key road safety related offences of Drink Driving, Speeding, Non-Wearing of Seat Belts, and Dangerous Driving, coupled with the introduction of Penalty Points for drivers for speeding offences, resulted in road traffic related deaths being reduced to below the 400 level for the first time since 1986 and to their lowest level for a generation.



The month of July had the highest number of fatalities during the year, with forty-two people losing their lives on our roads. May had the lowest level, with 20 deaths. December and November followed closely, with 21 and 23 deaths respectively. It is worth noting here that males continue to be disproportionately represented among the road fatalities, with 276 of the 376 in 2002 being males.

Road Traffic Fatalities by Month – 1997 to 2002

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
1997	26	30	45	29	53	36	41	37	42	51	41	41	472
1998	34	29	21	46	33	42	38	40	47	42	41	45	458
1999	30	34	35	31	26	35	48	42	38	40	17	37	413
2000	32	41	23	42	28	30	39	32	40	40	36	32	415
2001	30	38	31	22	40	24	41	34	42	32	40	37	411
2002	35	33	34	32	20	34	42	35	36	31	23	21	376

Garda Technical Bureau

An Biuro Teicniuil

The Technical Bureau is headed by a Chief Superintendent who reports to Assistant Commissioner, National Support Services. The Technical Bureau provides a diverse range of vital support functions for An Garda Síochána, particularly in the crime investigation field.

The role and functions of the Technical Bureau, established in 1934, have developed and expanded through the years. Specialist 'expert' personnel provide assistance at major incidents and crime scenes.

In 2002, Bureau personnel responded to 787 (external) requests for assistance at serious crime scenes. However, this figure represents only the initial contact and due to the high level of expertise provided by Bureau staff, many hours are engaged both at the scene of an incident and back at their respective laboratories and work stations at Garda Headquarters. All requests for assistance (call-outs) are evaluated by management at the Technical Bureau and, if appropriate, the service is provided. The objective of the Bureau is to provide a professional "same day" service and to this end continual training, research and development of innovative concepts in crime scene/forensic examinations and crime scene management are undertaken.

In addition to "call-outs", the Technical Bureau also provides an internal service at the Technical Bureau laboratories to scenes of crime examiners operating in every Garda Division. Technical Bureau staff also give presentations to staff courses at all levels and have a significant input into the training of Divisional Scenes of Crime Examiners and detective branch personnel. The Garda Criminal Records Office and the Force gazette "Fogra Tora" are also managed at the Technical Bureau. The following is a synopsis of the sections within the Technical Bureau.

THE GARDA MAPPING SECTION

The function of the section is to provide a surveying/mapping service to An Garda Síochána and in particular, visiting crime scenes and the preparation of maps and plans for presentation in Court.

During the year 2002 the Garda Mapping Section assisted in the investigation of 330 serious incidents as follows: -

Murders and Suspicious Deaths.	96
Robbery/Burglaries/Larcenies	36
Rape and Sexual Assaults.	35
Firearms.	13
Assaults.	19
Fatal Traffic Accidents/Road Traffic Accidents.	85
Other.	46

The Section produced 112 administrative maps during 2002.

FORENSIC LIAISON OFFICE (FLO)

The Forensic Liaison Office was established in 1993 and is the reception area for exhibits delivered for examination at the Technical Bureau and the Forensic Science Laboratory.

Among its related functions are

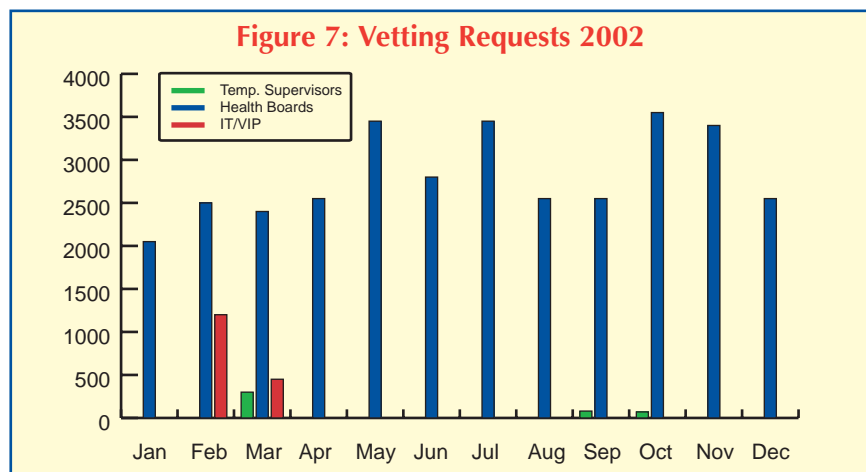
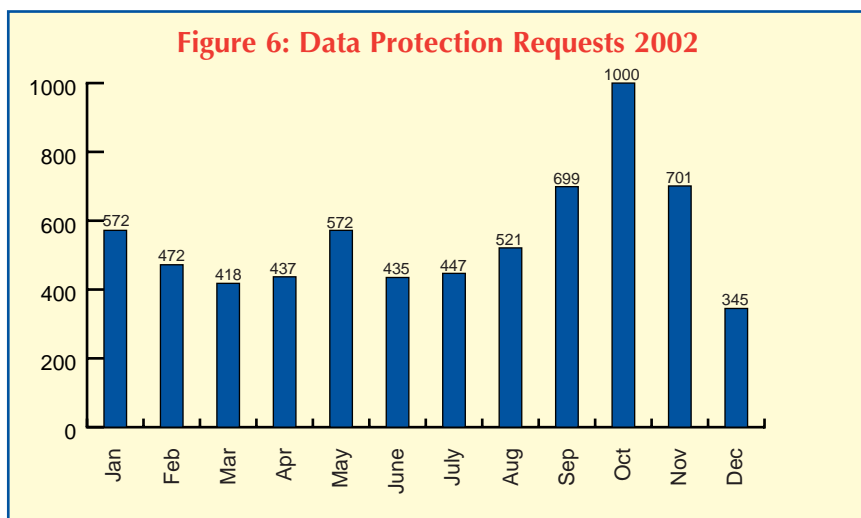
- ◆ Exhibit Tracking, (26,140 cases containing 60,000 exhibits were submitted in 2002).
- ◆ Storage and return of examined exhibits.
- ◆ Drugs storage and destruction (major seizures).
- ◆ Police Artist - a member from the office provides this service and will undergo a specialised course in facial sketching and CD-Fit, at The National Training Centre for Scientific Support, Durham, England.
- ◆ Forensic Intelligence – a limited function at present.

The Office is currently working towards seeking ISO 9002 Quality Accreditation.

GARDA CENTRAL VETTING UNIT

The Unit provides a centralised non-security vetting service to Health Boards and other designated agencies. It also processes requests made under Section 4 of the Data Protection Act 1988. It was established in January, 2002.

The Unit successfully processed some 35,000 applications for clearances for the Special Olympics within the timeframe allowed. It has also achieved a reduction in the processing turnaround time for Garda clearance applications from seven weeks to three weeks



GARDA CRIMINAL RECORDS OFFICE

The Office is responsible for the maintenance of the Garda criminal records database and dealing with non vetting inquiries regarding same.

Photographs for inputting onto the PULSE computer system are received at GCRO from the Prison Service and Garda units. At year's end there were some 30,000 photographs entered.

The Office has been given approval for a pilot scheme for a Facial Recognition Image Identification and Retrieval System (FRIIRS). By the end of 2002 work on this project was at an advanced stage with the system due to become operational during 2003. This will be a valuable tool in the identification of suspects and possible witnesses.

PHOTOGRAPHIC SECTION

The Photographic Section provides a secure photographic service to An Garda Síochána. Its work includes the photographing of crime scenes and production of photographs for use by investigation teams and subsequent presentation in court. It provides a photography service relating to exhibits received by the various sections within the Technical Bureau, and provides public relations photography for the Garda Press Office. The section is also responsible for the production of CD Fit (photo fit) images which are produced from descriptions provided by witnesses to or victims of crime.

2002 saw a significant increase of the amount of film from Scene of Crime Officers and subsequent requests for court albums and court appearances as well as a large body of work required for a number of Tribunals/Inquiries. Digital photography was another area that provided a significant workload in 2002. The growth in use of digital media made the acquisition of a digital facility essential by the end of the year. The storing of photographs from major crime scenes onto CD disks, as well as the introduction of a central case filing system has greatly helped accessibility and efficiency within the section.



The Section received 302 call outs to crime scenes during the year. It processed 6,552 films received from Scenes of Crime Officers. Staff made 183 Court appearances, in addition to dealing with a variety of other tasks such as photographing finger marks and tool marks on exhibits received from Fingerprint Section, completing CD Fits, etc.

DOCUMENT & HANDWRITING SECTION

The Document & Handwriting section provides a professional and expert service on handwriting and document examination to:

- ◆ An Garda Síochána
- ◆ Department of Justice, Equality and Law Reform
- ◆ The Courts
- ◆ State Agencies
- ◆ Defence Forces
- ◆ Other Police services



The functions of the section are:

- ◆ Handwriting examination and comparison:
 - (a) examination and comparison of handwriting to establish authorship, or association between documents.
 - (b) signature examination to determine if the signature is genuine, freehand copy, traced or copied.
- ◆ The examination of a document to detect invisible indentations on paper caused by the writing of one document while resting on top of another using ESDA (Electrostatic Detection Apparatus).
- ◆ To establish if a document is genuine or counterfeit.
- ◆ To establish if an alteration, addition or obliteration has taken place to a document.
- ◆ Counterfeit currency examination.
- ◆ Recognition of printing techniques to establish how a document was produced.
- ◆ Typescript comparison.

A total of 1,024 cases were received in 2002, an increase of 17.9% on the previous year. The Section enjoyed some notable successes such as its role in the identification and subsequent conviction of an individual responsible for sending anonymous threatening letters over a period of years to a number of females.

The year also saw the first success of Bitmap analysis in two separate cases. Using this technique it was possible to identify the source of an anonymous threatening letter and to link twelve cases of counterfeit currency. Both cases were brought to a successful conclusion before the Courts.

FÓGRA TÓRA

This office is charged with the preparation and publishing of a weekly confidential internal bulletin “Fógra Tóra” for distribution to the force and other forces. It contains details of persons wanted on warrant, persons sought for interview, persons missing, firearms lost or stolen, serious crime, and serious offenders released or about to be released from prison.

FINGERPRINT SECTION

The functions of the section include examination of scenes of serious crime, examination of exhibits delivered to the Section and subsequent search and identification of finger-marks on the Garda Automatic Fingerprint Identification System (AFIS), and the consequential preparation and presentation of evidence in Courts countrywide.

The section is a national section which provides An Garda Síochána and its external customers with a quality, professional and expert identification service. This is achieved by staff



training through a process of continual improvement and the maintenance of a Quality System in accordance with our certification under BS. EN. ISO 9002:1994 via AFIS and a fully equipped Fingerprint Development Laboratory.

Technical Bureau driven initiatives in the area of Divisional Crime Scene Examination in 2002 greatly increased the workload of the section, however, operating within resources, increased productivity resulted in an increase in fingerprint identifications on previous years. The year also saw an upgrade of the Quality System to the new standard BS.EN.ISO 9001:2000 for which Certification is awaited.

BALLISTICS SECTION

The function of this Section is the examination of firearms, explosives and ammunition, the attendance at scenes of serious crime (homicide, kidnapping, etc) and the subsequent giving of expert evidence as a result of such examination and findings.

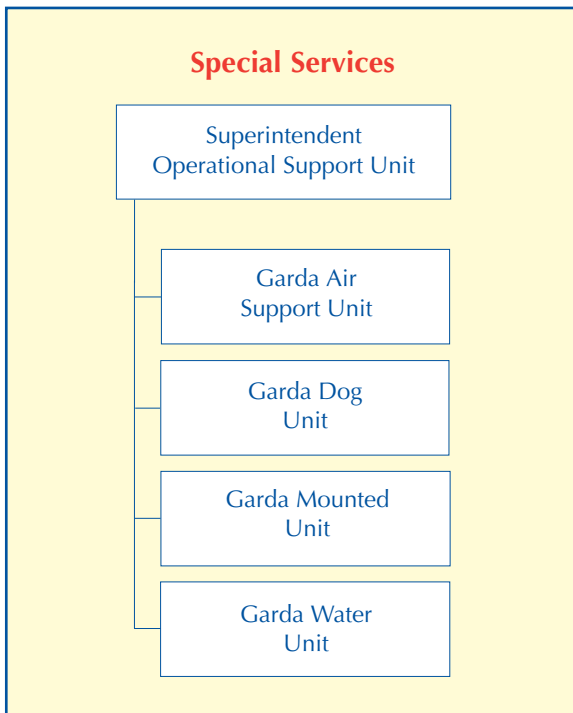
The Section has experienced a significant increase in its workload over recent years, corresponding with the increased use of firearms by criminal elements.

The Section was central to the successful conclusion of a murder case dating back to 1979 which highlighted the importance of DNA in the investigation of serious crime and the value of the maintenance of cases under continuous review in light of scientific and technological developments.



Operational Support Unit

Aonad Tacaíochta Oibríochtaí



The Units attached to Operational Support Services are available on a national basis to meet Garda operational requirements and provide support to mainstream policing.

This was a successful year for Operational Support Services. It supported policing operations throughout the country and assisted in VIP visits. These include:

- ◆ St. Patrick's Festival Weekend
- ◆ Slane Concerts
- ◆ Irish Open Golf
- ◆ Galway Racing Festival
- ◆ Listowel Racing Festival
- ◆ Chinese Premier's Visit

The following is a brief synopsis of each section:

GARDA AIR SUPPORT UNIT

The Garda Air Support Unit operates out of Casement Aerodrome, Baldonnell. Its mission is to provide a patrol response and surveillance capability in both covert and overt nature to operational units of An Garda Síochána.

During the year the Unit enjoyed some significant operational successes. The assistance provided by the Unit to operational Gardaí on the ground resulted in the arrest of 172 persons, the recovery of 51 stolen vehicles and the location of 6 missing persons.

A number of case samples from 2002 are set out briefly hereafter to highlight the capacity of this resource:

Case 1

The Unit was deployed to provide assistance to Gardaí in a County adjoining Dublin in response to an aggravated burglary in a shop premises. A stolen car had rammed the front of the shop and escaped towards Dublin with property valued at over €60,000. The car was abandoned in a Dublin suburb. The suspects took refuge in private grounds. The crew of the Unit organised the containment of the area and conducted a thermal image search of the grounds. Three suspects were arrested.

Case 2

A stolen vehicle was used in the commission of numerous burglaries and attempted burglaries in the Dublin area. The crew of the Garda helicopter conducted a search for the car and identified a similar car pulling up outside a business premises. As the occupants alighted from the vehicle and entered a building

their appearance roused the suspicions of the crew and they directed ground units to the location. When the ground units arrived on scene they were confronted by two suspects exiting the building, having committed an aggravated burglary.

Case 3

While transiting to the west coast, the Unit members observed a large gathering in a field below. They identified the activity to be illegal cock fighting. A number of individuals have been prosecuted as a result of the incident.

Case 4

Three persons were observed jumping from a lorry shortly after it left a ferry port. These were subsequently detained and identified as illegal immigrants.

GASU OPERATIONS 2002

The twelve-month period of 2002 saw 1,592 taskings being carried out during 1,305 flight hours. These figures reflect a relatively high level of tasking in comparison to similar police air support units elsewhere.

EC 135 HELICOPTER

2002 saw the expansion of the Garda Air Support Unit to a three aircraft operation with the addition of the EC 135 helicopter, to the existing S 355N Squirrel helicopter and Defender 4000 fixed wing aircraft.

The addition of the EC135 helicopter makes the Garda Air Support Unit more available to regions outside the DMR.





GARDA DOG UNIT

The functions of the Garda Dog Unit are:

- ◆ High visibility patrols both mobile and foot with general purpose dogs
- ◆ Drug searching with drug detection dogs.
- ◆ Explosive searching with explosive dogs
- ◆ Cadaver (human remains detection) searching with specially trained dog.

The Garda Dog Unit provided support to 10 Districts in the Dublin Metropolitan Region through Operation Assist and also carried out Community Relations work throughout the country. It was instrumental in the recovery of some 300 kilos of Cannabis in one Garda search.

The Unit also supported local policing operations throughout the country including assisting with the policing of the Ballinasloe Horse Fair, the Rally of the Lakes, Killarney, the Source Festival Kilkenny, Marlay Park Concerts, Slane Concert, World Championships (Golf) and GAA Championships.

In all the Unit responded to over 3,500 requests during the year.

GARDA MOUNTED UNIT

The policing functions of the Garda Mounted Unit are:

- ◆ High visibility preventive policing patrols.
- ◆ Community relations/ public relations.
- ◆ Public order and searches.

The Unit may be deployed on:

- ◆ Crime prevention patrols;
- ◆ Policing incidents of public disorder;



- ◆ Policing major events;
- ◆ Public relations functions.
- ◆ Searching open areas in cases of missing persons, extended crime scenes; suspects.

Along with other Operational Support Services Units, the Unit participated in ten Operation Assist in the Dublin Metropolitan Region.

The Minister for Agriculture, Food and Rural Development presented the Unit with a new mount "Culainn" an Irish Draught Gelding in May 2002.

Unit personnel made fifty-eight (58) arrests during 2002 for offences, among them, larceny, drug possession, public order and robbery.

GARDA WATER UNIT

The Unit's function is to provide the following support services to An Garda Síochána: search and recovery of criminal evidence, e.g. weapons, stolen, property and drugs; search and recovery of missing persons; security searches for major events and visiting dignitaries; and policing of inland and coastal waterways.

The Garda Water Unit is comprised of members with both marine and diving skills who can provide a capability in surface patrols, security searches, evidence recovery, and preservation of scenes in marine environments in support of An Garda Síochána.

The Unit enjoyed some notable successes during the year. These included the rescue of 6 people in Lough Swilly, and the finding of a weapon believed to have been used in a murder.

In total the Unit responded to some 600 requests for assistance during the year.



Eastern Region

Réigiún an Oirthir

EASTERN REGION IN FIGURES

Population:	599,894
Area:	12,864 km ²
Primary/Secondary Roads:	1117.6 km
Regional Crime 2002:	15,140
Crime per 1,000 population:	24.6
Regional Detections 2002:	5,199
Detection Rate:	34%
Road Traffic Fatalities, 2002:	97
Road Traffic Offences:	33,448
Garda Strength:	1,373
Garda Stations:	127
Garda Districts:	18

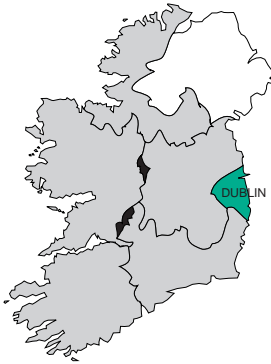
The Eastern Region is composed of the Garda Divisions of Longford/Westmeath; Louth/Meath; Laois/Offaly and Carlow/Kildare. Reporting to the Deputy Commissioner, Operations, the Region is headed by a Regional Assistant Commissioner based at Mullingar.

Road traffic related fatalities were reduced in the Region from 123 in 2001 to 97 in 2002. Due to the historically high level of fatalities in the Louth/Meath Division a concerted effort was made to effect an improvement in the situation through special enforcement initiatives, educational programmes and the effective use of available technologies. Traffic patrol vehicles were marked up with special high-impact markings to improve visibility. Fatalities in the Division were reduced from 56 in 2001 to 36 in 2002.

A long, complex and highly significant investigation into a suspected major insurance fraud operation ended successfully during the year with the conviction of an individual, who was subsequently sentenced to six years imprisonment. The investigation commenced in 1997 and was conducted by Garda personnel from Longford/Westmeath and Sligo/Leitrim Divisions, supported by the Garda Bureau of Fraud Investigation.

The successful policing of the National Ploughing Championships over three days in September, 2002 at Ballacolla, Co. Laois, which had average daily attendances of over fifty thousand visitors, represented the highlight of the year in Laois/Offaly Garda Division. The greatest challenge faced, due to the location of the event, was the development of an effective operational traffic management plan.





Dublin Metropolitan Region

Réigiún Limistéar Chathair Átha Cliath

DMA REGION IN FIGURES

Population:	1,082,048
Area:	869 km ²
Primary/Secondary Roads:	153.5 km
Regional Crime 2002:	50,770
Crime per 1,000 population:	46.9
Regional Detections 2002:	19,161
Detection Rate:	38%
Road Traffic Fatalities, 2002:	50
Road Traffic Offences:	120,948
Garda Strength:	3,746
Garda Stations:	43
Garda Districts:	17

The Headquarters of the Dublin Metropolitan Region is located in Harcourt Square, near Dublin City Centre and it is from here that the Assistant Commissioner for the Region exercises operational policing control over an area encompassing all of Dublin City, together with a number of satellite towns stretching to the South as far as Kilcoole in the North of County Wicklow, to the North to Swords in North County Dublin, and to the West as far as Leixlip in County Kildare.

The city and its environs are now multi-cultural, requiring diverse policing strategies. The Dublin Metropolitan Region, like other Garda Regions, recognises that An Garda Síochána alone cannot win the fight against crime and disorder. This requires a co-ordinated response by the community and other agencies and bodies. An Garda Síochána is working with all relevant parties with a view to further developing our crime reduction strategies.

Maintaining the confidence and support of the community An Garda Síochána serves is critical to effective crime reduction. This can only be achieved through open dialogue aimed at the development of common solutions to problems. This process continued throughout 2002 in the Region in the form of Community Policing Fora, RAPID Programmes, Local Drugs Task Forces, etc. These fora have proved very successful as a mechanism for facilitating effective communication between An Garda Síochána and the local communities that we serve.

During 2002, a number of noteworthy policing developments took place in the Region:

- ◆ The Garda Mountain Bike Initiative was extended to a further six Garda Districts, up from the original two. This initiative has been well received by the communities in the areas being serviced.
- ◆ The implementation of the Commissioner's policy on a Uniform Approach to the Enforcement of the Liquor Licensing Laws commenced with increased emphasis on the inspection of licensed premises and the enforcement of legislation dealing with underage drinking and drug abuse on licensed premises.
- ◆ The National Road Safety Initiative and Operational Traffic Management remained high on the policing priority list during the year. A Road Safety education unit was established within the Regional Traffic Division during the year and provides information and presentations on the topic to schools, community and other groups.
- ◆ The Garda Communications Centre in Harcourt Square was re-furbished and upgraded to provide a state of the art facility with access to an Integrated Communications Control and Command and Control system, downlink facilities from the Garda Air Support Unit, and CCTV facilities.





South Eastern Region

Réigiún an Oír-Dheiscirt

SOUTH EASTERN REGION IN FIGURES

Population:	452,109
Area:	12,977 km ²
Primary/Secondary Roads:	906.5 km
Regional Crime 2002:	9,660
Crime per 1,000 population:	21.4
Regional Detections 2002:	42.78
Detection Rate:	44%
Road Traffic Fatalities, 2002:	52
Road Traffic Offences:	17,790
Garda Strength:	971
Garda Stations:	117
Garda Districts:	16

The South Eastern Region is comprised of the Garda Divisions of Waterford/Kilkenny, Wexford/Wicklow and Tipperary. Reporting to the Deputy Commissioner Operations, the Region is headed by a Regional Assistant Commissioner based at Kilkenny.

The 36% reduction in the number of road fatalities over the lifetime of the *Governments Strategy for Road Safety 1998 – 2002* reflects the Region's ongoing and sustained commitment to making a real difference to road safety. The many and varied strategies have been successful in reducing the number of road collision fatalities from 81 to 52 per year over the period.

'Traffic Watch' has proven to be a very successful enabling strategy involving the community and the Gardaí whereby a lo-call telephone number (1890 205 805) is used to report incidents of dangerous or careless driving aimed at reducing death and injury on the roads. The objective of the initiative is to raise awareness among all road users of the need for and the value of actively contributing to improving road safety to create an environment where road users who behave in an aggressive or careless manner will know that responsible road users will no longer tolerate such behaviour.

The Region continues to maintain a high crime detection rate. There were five murders recorded in the Region during the year and all five murder investigations were successfully concluded. Special Garda anti-crime operations in Wicklow and Thomastown represent a proactive Garda response to preventing and detecting serious crime in the Region and in tackling the problems associated with suspected travelling gangs. These had a positive impact on the year-end reported headline crime.

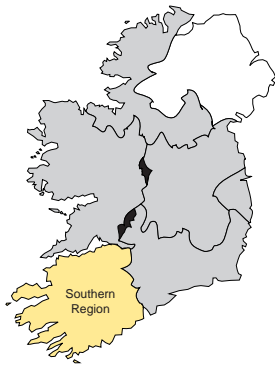
As an emerging strategy, the Region has successfully implemented 'Crime Prevention through Environmental Design' as a means to reduce incidents of crime and public disorder. The programme incorporates strategies of natural surveillance, natural access control and territorial reinforcement.

The Gardaí have played an active role in the Governments RAPID (Revitalisation of Areas by Planning, Investment and Development) Programme in the seven targeted urban areas with the greatest concentration of disadvantage in the Region. The programme is principally concerned with facilitating closer coordination and better integration in the delivery of local services to bring about real and practical improvements to local communities.

In addition to the many varied policing demands made on the Gardaí in the South Eastern Region, Mount Juliet hosted the American Express World Golf Championship between the 17th and 22nd September 2002.



Picture: Sportsfile



Southern Region

Réigiún an Deiscirt

SOUTHERN REGION IN FIGURES

Population:	716,000
Area:	14,936 km ²
Primary/Secondary Roads:	1152.7km
Regional Crime 2002:	16,198
Crime per 1,000 population:	22.5
Regional Detections 2002:	6,699
Detection Rate:	41%
Road Traffic Fatalities, 2002:	64
Road Traffic Offences:	34,201
Garda Strength:	1,837
Garda Stations:	162
Garda Districts:	22

The Southern Region is composed of the Garda Divisions of Cork City, Cork North, Cork West, Kerry and Limerick. Reporting to the Deputy Commissioner, Operations, the Region is headed by a Regional Assistant Commissioner based at Anglesea Street, Cork.

INVESTIGATION OF SERIOUS CRIME

There were 20 homicides within the Region during 2002, with 18 of these (90%) detected. The investigation of sexual offences was given a special focus with a number of Gardaí in each Division in liaison with the acute services including the Health Boards. Training for investigators was provided throughout the Region and facilities at Garda Stations improved for victims. This has resulted in a high level of satisfaction amongst the public in the investigation of sexual crime.

ENFORCEMENT OF ROAD TRAFFIC ACTS & REDUCTION OF CASUALTIES.

Road traffic law enforcement, in particular, those associated with road safety, continued to be high among the Region's priorities during the year, with a special emphasis on an increased surveillance and patrol levels during the peak periods.

ASSAULTS/STREET VIOLENCE

Excessive drunkenness as people are released onto the public streets after closing times of licensed premises, particularly at weekends, has been identified as a key factor in assaults and street violence. With a view to addressing the problem the Regional management team developed an intelligence led model for policing Public Order.

The awareness created amongst the general public was extremely high as was the compliance of clubs. The Pub Watch initiative is now included in the National Policing Plan for 2003. The model, in addition to a strict focus on Operation Encounter, has led to rigorous enforcement and compliance, which in turn has led to many gratifying compliments from the public.

LIAISON BETWEEN ASYLUM SEEKERS/NON-NATIONALS AND GARDAÍ.

The number of asylum seekers/non nationals residing in the Region is high. Anti-racism training was maximised throughout 2002. Training was tailored to meet the peculiar needs of local environment with special emphasis on Community Gardaí. The work of Community Gardaí within the Region, through meaningful consultation with asylum seekers and non-nationals, proved very successful.

Multi cultural soccer tournaments and talks from asylum seekers incorporated into the schools programme, were some of the initiatives brought forward during the year. Gardaí in both Limerick and Cork City participated in City Partnerships, tackling problems and involved with sporting committees in pro-actively encouraging minority groups to become involved in sporting organisations.





Western Region

Réigiún an Iarthair

WESTERN REGION IN FIGURES

Population:	445,389
Area:	17,739 km ²
Primary/Secondary Roads:	1328.2km
Regional Crime 2002:	8,872
Crime per 1,000 population:	20
Regional Detections 2002:	3,535
Detection Rate:	40%
Road Traffic Fatalities , 2002:	63
Road Traffic Offences:	18,321
Garda Strength:	1,095
Garda Stations:	144
Garda Districts:	20

The Western Region is composed of the Garda Divisions of Galway West, Clare, Mayo and Roscommon/Galway East. Reporting to the Deputy Commissioner, Operations, the Region is headed by a Regional Assistant Commissioner based at Mill Street, Galway.

The consequences of the September 11, 2001 attacks in the United States of America continued to be felt in the Region during 2002. Security at Shannon Airport was greatly stepped up to cater for the stop over of U.S. military flights en route to the Middle East for use in the conflict with Iraq. The presence of U.S. military at Shannon gave rise to large scale public debate. There were a number of demonstrations by anti war groups held at the airport, which involved the deployment of extra Gardaí. A number of arrests were made for public order breaches and similar offences. The increased Garda commitment to this task had implications for resource availability throughout the Region.



CRIME INVESTIGATION

A number of serious crime investigations were successfully concluded in the Region during the year, including one murder inquiry that extended back to 1997.

PUBLIC ORDER

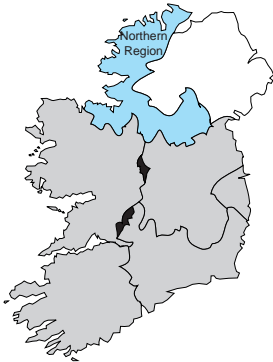
Alcohol misuse is a major factor in most public order situations and assaults. The enforcement of the liquor licensing laws, in particular as they apply to underage drinking, was a key component in the efforts of An Garda Síochána to reduce incidents of assaults and public order breaches within the Region. The policy document on the Uniform Approach to the Enforcement of the Liquor Licensing Laws provides the roadmap for achieving greater compliance through both active enforcement and community co-operation. The Division of Mayo continued to be particularly active in the implementation of this policy.

AISLING CHALLENGE PROJECT

Aisling Challenge Project in Mayo Division, which commenced in 2001, was brought to a conclusion during 2002. It challenged young people from Transition Year or equivalent to research and develop a project in each of the areas of Road Safety, Drugs, and Underage Drinking. The winners in the various categories were as follows-

Road Safety	Gortnorabbey Secondary School, Crossmolina.
Drugs	St. Louis Community School, Kiltimagh.
Underage Drinking	St. Josephs, Convent of Mercy, Castlebar.

Once again, the Ballinasloe Horse Fair, which ran from 28th September to the 6th October, 2002, posed a major policing challenge within the Region. In excess of 45,000 people attended on the opening day, with in excess of 30,000 attending the next day.



Northern Region

Réigiún an Tuaiscirt

NORTHERN REGION IN FIGURES

Population:	315,129
Area:	11,306 km ²
Primary/Secondary Roads:	745.2 km
Regional Crime 2002:	5,775
Crime per 1,000 population:	18.4
Regional Detections 2002:	2,143
Detection Rate:	37%
Road Traffic Fatalities, 2002:	50
Road Traffic Offences:	12,398
Garda Strength:	1,051
Garda Stations:	108
Garda Districts:	14

The Northern Region is composed of the Garda Divisions of Sligo/Leitrim, Donegal and Cavan/Monaghan. Reporting to the Deputy Commissioner, Operations, the Region is headed by a Regional Assistant Commissioner based at Sligo.

The most influential factor upon policing within the Region continues to be the cross-border dimension with Northern Ireland. The nature and extent of cross-border crime is difficult to quantify. However, anecdotal evidence coupled with operational experiences clearly indicates this type of crime is extensive. The issue of cross-border crime remains a major focus insofar as policing the Northern Region effectively is concerned



OISÍN PROJECT

Joint Cross Border Investigation Teams are the most effective tool in combating the threat posed by cross border crime. To this end, the Region conducted a project under the Oisín Programme entitled "Law and Order - Horizontal Co-Operation between Law Enforcement Agencies Policing International Land Frontiers". The European Union and the Department of Justice, Equality and Law Reform, provided joint funding for this project in which law enforcement personnel from Austria, Belgium, Finland, Holland, Northern Ireland, Ireland, Hungary (candidate country), Russia (observer) participated. The Conference resulted in the compilation of recommendations for models of best practice.

OPERATION "SYNDICATE"

Operation 'Syndicate', was set up in February 2002 in response to intelligence that several persons in the border area were involved in organised crime with an international dimension. The type of crime included drug trafficking, trafficking in humans, money laundering and tax evasion. Assistance was obtained from units of National Support Services. Customs & Excise and the Revenue Commissioners were also invited to participate. In excess of €30 million worth of drugs have been seized in Ireland and on the Continent and five persons have been charged before the Courts.

PATTEN RECOMMENDATION 162

Work continued on the requirements of Patten Recommendation 162 which requires that there should be joint disaster planning between the Police Service of Northern Ireland and An Garda Síochána and the plans should be tested by regular joint exercises. A joint An Garda Síochána/Police Service of Northern Ireland (PSNI) working group is in place to progress this Recommendation. Both police services have met and consulted with other agencies throughout the year. This process also included a joint seminar between the two organisations in the Garda College in February, 2002. The seminar explored issues relevant to joint disaster planning and, in particular, those which might restrict closer co-operation. Both services took part with other emergency services in a tabletop exercise in Enniskillen in November, 2002. The purpose of this exercise was to test the current emergency plans and to assess the effectiveness of the police response in the event of a major cross border incident occurring.

International Activities

Gníomhaíochtaí Idirnáisúnta



INTERNATIONAL CRIME

The increase in the scope, intensity and sophistication of crime around the world threatens the safety of citizens worldwide and restricts countries in their social, economic and cultural developments. The importance of crime prevention and criminal justice has to be recognised in order to combat international crime. Generally serious crime is trans-national in nature, it includes drug trafficking, fraud, e-crime, money laundering, trafficking in illegal immigrants, and the trafficking of children and women for sexual exploitation. This has led to an urgent need to improve cooperation between police and criminal justice and judicial systems on such issues as extradition and intelligence and evidence gathering and sharing. To address the ever-changing face of organised crime law enforcement agencies need to be flexible and adaptable.

Organised criminals regularly use European Union-wide and international networks to carry out their activities. They are becoming increasingly effective through sophisticated technologies and by exploiting today's open borders.

Faced with the task of policing these activities it has to be realised that international organised crime will not be tackled solely by national law enforcement agencies.

The EU has put a number of initiatives together that are designed to increase cooperation with international law enforcement agencies. An Garda Síochána cooperates closely with other countries that are applying for membership of the EU. The Octopus programme is one such initiative that is designed to tackle corruption in Eastern Europe.

An Garda Síochána is committed to playing its part in enhancing international cooperation on policing matters. During 2002 An Garda Síochána continued to develop our international liaisons and some of the highlights of this cooperative approach are outlined here. Activities of members of An Garda Síochána engaged in United Nations and other missions are also summarised.



INTERNATIONAL CO-ORDINATION UNIT.

The International Co-Ordination Unit (ICU) was established in 2002 and incorporates the EU Co-ordination Unit. It is staffed by an Inspector, Sergeant and three Gardaí.

The ICU provides a secretariat for the Multidisciplinary Groups (MDG) on Organised Crime, Police Cooperation Working Groups which meet monthly in Brussels in addition the Pre Accession Pact Experts groups which meet 2 to 3 times per year. This involves receipt of agendas, obtaining relevant documents, analysis of same and preparation of briefing notes for the officers attending at the meetings.

The ICU is also responsible for all matters relating to a number of other working groups that officers of An Garda Síochána attend such as Chiefs of Police Task Force, and the Horizontal Drugs Group.

During 2003 the ICU will be the central co-ordination point for An Garda Síochána prior to the EU Presidency, which Ireland holds in the first six months of 2004. The ICU will also liaise with similar units in the Member States who hold the Presidency before and after Ireland to ensure a co-ordinated approach and the smooth handover of issues not completed during the Irish Presidency. The ICU is responsible for the administration of the Memoranda of Understanding that exist between An Garda Síochána and other countries.

The International Coordination Unit is responsible for the administration of all the EU funded programmes. The ICU administers successful projects and liaises with the members running the projects and the EU Commission.

An Garda Síochána managed the following 6 EU funded projects during 2002

1. **Joint Tactical Intervention Procedures for Management of Critical Incidents** was managed by the Garda Emergency Response Unit with United Kingdom, Germany, Netherlands, France and Belgium
2. **Cooperation by law enforcement agencies in responding to Major Disasters at Borders** was managed by Northern Region with United Kingdom, France Italy, Sweden and Denmark.
3. **International Police Cooperation Channels for Information sharing on Organised Crime** was managed by Liaison and Protection with United Kingdom, Italy, Sweden, Germany, Spain and France.
4. **Immigration – A combined approach to combating difficulties encountered (Odysseus)** was managed by the Garda National Immigration Bureau with Sweden, Denmark, Belgium, Portugal, Latvia and Czech Republic.
5. **Compilation of a European Union Police Reference Manual (Oisín)** was managed by The Garda College with The Netherlands, Italy, Luxembourg, Austria, Belgium, Denmark, Greece, Denmark and United Kingdom.
6. **An intelligence led approach to targeting and disrupting the use of drug trafficking and money laundering as a means of funding terrorism** was managed by Crime and Security with Spain, Portugal, Finland and Luxembourg and the United Kingdom.

MEMORANDA OF UNDERSTANDING

Two Memoranda of Understanding between An Garda Síochána and the Police Services in Hungary and Russia involved exchanges of police who examined a range of current operational and management policing issues.

During 2002 members of An Garda Síochána attended the Ministry of Internal Affairs of the Russian Federation and in return members of the Ministry of Internal Affairs visited Ireland to exchange work experience.

An Garda Síochána and the Hungarian Police have four areas of co-operation in which they will exchange personnel during 2002 and 2003. The areas are as follows:

- ◆ Criminal Assets Seizure, Restraint, and Forfeiture,
- ◆ Community Relations,
- ◆ Organised Crime – Computer Crime and Internet Related Crimes,
- ◆ Traffic Enforcement.
- ◆ Representatives of An Garda Síochána have taken part in some of these visits to enhance co-operation in 2002 and will continue to do so during 2003.

NATIONAL EXPERT ON DETACHMENT

A Superintendent is currently on assignment as a national expert on detachment to the Council of the European Union, based in Brussels. The Officer is employed in assisting the Commission in fulfilling its commitment to building a Common European Security and Defence Policy capable of reinforcing the Unions external action through the development of a crisis management capability, including civilian aspects.

SCHENGEN

Ireland ratified the Schengen Acquis on the 28th February, 2002, making provision for greater police co-operation between the seventeen Schengen Member States. A key benefit for An Garda Síochána will be direct access to the Schengen Information System (SIS). This system facilitates the electronic transfer of alerts between the Member States regarding wanted persons, missing persons, stolen vehicles & objects.

The Schengen implementation project is now well underway and considerable Garda resources in terms of personnel, I.T. and training will be required for successful SIS integration.

A national Schengen single point of contact, to be known as the Sirene Office, will be established and will be based in Liaison & Protection Section. The Sirene Office will operate on a 24 hour basis and serve to communicate directly with the other Schengen Member State Sirene Offices.

LIAISON OFFICERS

An Garda Síochána has a number of Liaison Officers and other staff based in Europe, who assist home based units involved in investigations with an International/European element. One Detective Inspector and one Detective Garda are based at Europol Headquarters in The Hague and a Detective Sergeant is based at Interpol Headquarters in Lyon. There is an Inspector based in the Irish Embassy in Paris and one Detective Sergeant each based at the Irish Embassies in London, The Hague and Madrid. These latter three Garda personnel are engaged primarily in drug liaison matters in the countries where they are based and adjoining territories.

MUTUAL ASSISTANCE

International Mutual Assistance in Criminal Matters Agreements allow participating countries to ask each other for assistance in gathering evidence for use in another jurisdiction and also to allow for the service of summonses in other jurisdictions.

The Irish Government has agreements of this type with a number of countries and these are widely used in seeking and providing assistance in the investigation of criminal offences committed in this jurisdiction and elsewhere. The legislation governing the implementation of these agreements is covered under Part VII of the Criminal Justice Act 1999.

An Garda Síochána has a dedicated unit, based at Garda Headquarters, dealing with incoming and outgoing Mutual Assistance Requests.

Our island status is less effective now than it was back over the centuries in protecting us from events elsewhere. An Garda Síochána is committed to playing its part in enhancing international co-operation on policing matters. During 2002 we continued to develop our international liaisons and some of the highlights of this cooperative approach are outlined within the report. Activities of members of An Garda Síochána engaged in United Nations and other Missions are also summarised.

