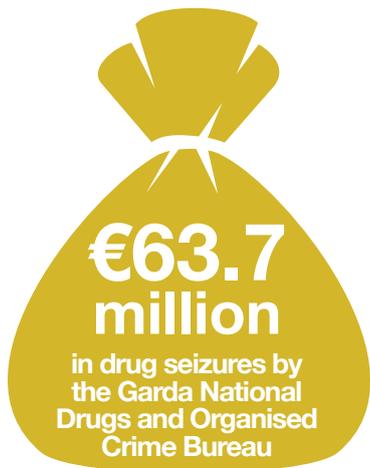




**ANNUAL REPORT  
AN GARDA SÍOCHÁNA**



fall in residential burglaries since November 2015

Over **1,000 Garda personnel** of all ranks and grades have now completed the 12-week bespoke training in human rights



**45,283**

contacts and attempted contacts with **victims of domestic abuse** since April 2020



Over **70 young people** from across the country recognised at National Youth Awards



**28**

interns commenced employment in December 2021, representing a variety of diverse groups



**KOPS – Keeping Our People Supported wellbeing app launched**



Successfully connected to Schengen Information System (SIS) with **110 arrests** under SIS Article 26 and

**88 arrests** under European Arrest Warrants (EAW)

**340** Probationer Gardaí were allocated, as part of the pandemic operational response, to Garda stations nationwide



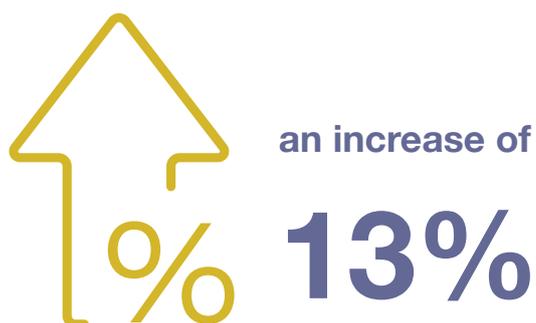
Over **432,000** vetting applications were processed



an increase of **12%**



**Over**  
**1.7 million**  
social media followers



More than  
**4,600**  
mobility devices  
deployed by the  
end of 2021



**Over 900**  
Garda personnel signed up  
for the organisation's  
**Fáinne Gaeilge initiative**

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# COMMISSIONER'S FOREWORD

2021 was another challenging, but ultimately rewarding year for An Garda Síochána, as it continued its exceptional response to support national efforts to reduce the spread of Covid-19.

Following on from our work in the previous year, the organisation's main priority in 2021 was to support public health measures by providing public reassurance, helping and supporting the most vulnerable in society, and ensuring compliance with public health regulations.

In doing so, it was vital that we maintained our strong connection with communities. Learning the lessons from other jurisdictions and building on our tradition of policing by consent, Gardaí operated a graduated policing response, with enforcement as a last resort, and a strong emphasis on protecting the human rights of everyone we came into contact with.

We had seen how much people, particularly those who were medically vulnerable or cocooning, had valued our outreach efforts. Local Garda initiatives continued to help people with everyday tasks and provided them with a vital human connection at a time of isolation.

The necessary restrictions on movement had increased the vulnerability of victims of domestic abuse. A dedicated operation saw regular contact made with victims of domestic abuse and thousands of criminal charges taken against perpetrators.

Throughout the year, in response to a quickly changing environment, the organisation responded rapidly to introduce and adapt ICT systems, provide clear and regular advice to Gardaí on complex regulations, and deliver policing plans to give reassurance to the public and ensure compliance.

This saw a significant operational response with widespread high visibility patrolling at key public locations, regular checks of licensed and retail premises, and a large number of checkpoints conducted by Gardaí.

In addition, there was sustained messaging to the public about the risks to their health and everyone they came into contact with from failing to adhere to the regulations.

The pandemic created significant professional and personal pressures on all Garda personnel. Protecting frontline Gardaí, who were regularly interacting with the public in the course of their duties, was vital. Thanks to a range of health protection measures and the professionalism and dedication of Garda personnel, the organisation was able to maintain a very high level of service throughout the year.

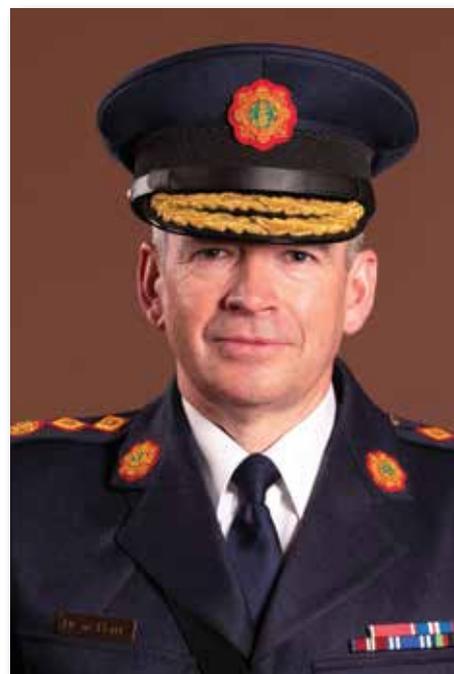
It is to the great credit of Garda personnel that the Policing Authority, in its reports to the Minister for Justice on our policing performance, regularly stated that it had received feedback from community groups and NGOs on the positive tone of our policing and community engagement, as well as our commitment to supporting the vulnerable.

This work played an important role in the high level of public compliance with public health advice and regulations.

Lessons have been learnt from operating in such testing circumstances and have been put into practice.

These include:

- Providing **regular contact** to the most vulnerable in society.



- Ongoing and **regular checks** with victims of domestic violence.
- **Remote working** and remote meetings are in widespread use.
- Regular, **direct communications** to Garda personnel using straightforward language.
- A **more flexible** and dynamic approach to problem-solving.
- **Open and transparent** communications.

While helping to keep people safe during the pandemic was paramount, our core function of preventing and detecting crime continued.

As many people experienced during the pandemic, criminals attempted to exploit the situation, particularly through fraudulent activity. We worked with a range of public and private bodies to tackle such frauds, including cyber-enabled crime.

This included working with the HSE, State agencies and international partners, following the major cyber-attack on the HSE's IT systems. This operation prevented over 700 intended victims from being subjected to a similar attack.

Mid-way through 2021, we commenced our national anti-drugs strategy, Operation Tara. This has a strong focus on divisional drug units tackling street-level dealing that blights so many of our cities, towns and villages. In addition, organised crime gangs were degraded through seizures of significant amounts of drugs, guns and cash, as well as key figures being brought before the courts.

One road death is one too many. However, it was welcome to see road deaths fall in 2021 from the year before, albeit at a time when traffic levels were generally low. We will continue to work with our road safety partners, along with the public, to save lives and reduce serious injuries in 2022.

An Garda Síochána's critical work as the national security service saw a range of terrorist threats countered and disrupted. Such work is only possible through close co-operation and information sharing with international law enforcement and security partners.

While every day Gardaí do great work to help and support victims of crime, regrettably it became evident during the year from our in-depth examination of our computer aided dispatch system, that we had let down a number of victims of domestic abuse who had called us for service.

On behalf of An Garda Síochána, I reiterate my apology to those victims. They are among the most vulnerable people in society and they did not always receive the professional service we aim to deliver, and victims are entitled to expect.

Having identified the problems, we put in place a range of measures to address them and engaged in very significant outreach to victims. We also worked with the independent examiner appointed by the Policing Authority to identify any further issues. This work has continued in 2022.

While some initiatives under the Government's reform programme, A Policing Service For Our Future, had to be paused while we focused on the pandemic, there was progress made in a number of important areas, including:

- The launch of the Garda Anti-Corruption Unit and the introduction of a number of associated policies.
- Further welfare supports for Garda personnel.
- Continued rollout of mobility devices to frontline Gardaí.
- Ongoing implementation of the Operating Model.
- Introduction of the Schengen Information System, that enables greater sharing of intelligence between European law enforcement agencies.

Such progress would not have been possible without support from a range of key stakeholders, including the Department of Justice, the Oireachtas Justice Committee, the Policing Authority, the Garda Inspectorate, and the Garda Síochána Ombudsman Commission, as well as a wide range of State agencies and non-governmental bodies. I want to thank them for this.

As I write this, An Garda Síochána is celebrating its centenary. Over the last 100 years, the organisation and its personnel have protected this State and its people with bravery and honour.

This tradition of dedication and professionalism in the delivery of community-focused policing was more than evident in how, collectively and individually, the men and women of An Garda Síochána worked tirelessly to keep people safe during a national crisis.

**Drew Harris**

Garda Commissioner



# POLICING DURING THE PANDEMIC

## OVERVIEW

On 12 March 2020, the Government detailed plans to contain Covid-19. To support this, on 13 March 2020, An Garda Síochána announced a number of measures to maximise operational availability and support other vital public services.

These included a contingency roster to increase policing hours; restrictions on annual leave; acceleration of attestation of over 300 student Gardaí; re-deployment of Gardaí working in non-operational roles to frontline; suspension of training in the Garda College, except for specialist training activity; and Gardaí could defer retirement for 12 months (subject to Government approval). At the time, Commissioner Harris said the organisation would be focused on providing reassurance to people, keeping people safe, preventing crime, and supporting communities. These measures continued in 2021.

### 4 Es Approach

To support compliance with public health measures, An Garda Síochána adopted a graduated policing response nationwide. In doing so, Gardaí used the 4Es approach of engage, explain and encourage, and only where provided for and as a last resort, enforcement.



As part of this policy, in all cases where arrests were made under the public health regulations, members of An Garda Síochána consulted with the Director of Public Prosecutions (DPP) on the decision to charge.

During 2021, Gardaí had millions of interactions with people. The vast majority were adhering to public health regulations or came into adherence. Only a tiny proportion of these interactions resulted in the submission of a file to the DPP or fines for breaches of public health regulations.

### Community Engagement

Throughout the pandemic, community Gardaí engaged with individuals, community groups, statutory agencies, charities and local businesses, to provide a range of services, and to assist and protect the most vulnerable. In 2021, 77 additional community support vehicles were allocated to Garda stations nationwide.

## Case Study – Basic Needs Service – Ashbourne, Co. Meath

Ashbourne Community Policing continued to work in partnership with community groups to arrange shopping for persons living in sheltered accommodation and those cocooning. This also included the delivery of prescription medication.

A ‘meals on wheels’ service was coordinated by the local community policing Gardaí with a food supplier, voluntary chefs and a local restaurant, to supply meals to those in need and who had to stay at home due to restrictions.

## Case Study – Nursing Home, Co. Clare

Community Gardaí at Ennistymon organised an event for the residents of a local nursing home. Gardaí co-ordinated this event with a professional dance troupe who had been isolating together while rehearsing for a show and happily agreed to perform for the residents, providing a great lift for them.

## Case Study – Sligo/Leitrim ‘Wellness Wednesday’

In Sligo/Leitrim, ‘Wellness Wednesday’, an internal initiative, was introduced for wellness and wellbeing in the workplace. In May 2021, each district held a coffee morning on a Wednesday to support personnel and provide information via wellness sessions.



### Milestone events and vulnerable residents

Gardaí continued in 2021, mindful of public health restrictions, to proactively engage with the more vulnerable residents of our communities across the country to recognise milestone events, in particular a 102nd birthday celebration in Cabra, Dublin.

## Seasonal Initiatives

Various Easter and Christmas-themed initiatives were launched in 2020 and having been so well-received, a number of them were repeated in 2021, as well as initiated in other regions.

These included:



The **delivery of hampers**, along with Christmas cards made by local school children, throughout the Trim District. The local Meals on Wheels were delighted to receive a number of these hampers, which they distributed throughout their network.



Community policing Gardaí from Ennistymon Garda Station brought some **Valentines cheer to elderly** local residents who were unable to see friends and family. Gardaí delivered flowers, chocolates, PPE and Valentine’s Day cards and this was widely documented across social media platforms.



Gardaí in Bailieboro, Cavan, Carrickmacross and Monaghan Districts **distributed Christmas cards, mince pies (made by 3rd level students), and selection boxes to the vulnerable** members of the community and those with young children.

## #GardaJerusalema

In early 2021, the #GardaJerusalema dance challenge video provided an opportunity through our national and local social media presence to promote public safety, provide reassurance and engage directly with the public during the pandemic.

The overall aim was to spread joy by accepting the challenge laid down by the Swiss Police and to put smiles on the faces of our citizens at a time when there was very little to smile about. This challenge presented another avenue of reaching out to the community and getting them involved safely, by asking them to show off their best moves by creating their own video at home, but making sure to stay in their Covid-19 bubbles.

As a result of numerous entries submitted, a second video was compiled of snippets of some of the entries received by way of a thank you to the public for engaging with this challenge and An Garda Síochána.

## POLICING OPERATIONS IN SUPPORT OF PUBLIC HEALTH GUIDELINES AND REGULATIONS

### Maximising the Frontline

#### Resource Allocation

340 Probationer Gardaí were allocated to Garda stations nationwide as part of the Covid-19 operational response and when the situation improved, they then returned to the Garda College to complete their training.

#### High Visibility Patrols

An Garda Síochána continued to carry out high visibility patrols nationwide, particularly at locations such as public amenities, parks and natural beauty spots where high numbers of people were likely to gather.

#### Operation Faoiseamh

Operation Faoiseamh continued in 2021 to provide enhanced proactive support and protection to victims of domestic abuse.

Since its launch in April 2020, Operation Faoiseamh has resulted in 45,283 contacts and attempted contacts made with victims of domestic abuse (as of 7 January 2022).

In 2021:

- **48,694 calls** to respond to domestic abuse incidents – a 10% increase on 2020.
- **4,269 criminal charges** were created for breaches of Domestic Violence Act Orders – a 6% increase on 2020.
- **8,747 criminal charges** were created for crimes involving an element of domestic abuse – a 14% increase on 2020.
- There were in excess of **11,000 Domestic Violence Act Orders** issued in 2021.



Garda  
Jerusalema  
Dance  
Challenge

# POLICING DURING THE PANDEMIC

Domestic abuse data for 2021 compared with 2020

DA Figures	2020	2021
Domestic Abuse (DA) Incidents	44,204	48,694
Charges for Domestic Violence Act (DVA) Orders Breached	4,033	4,269
Charges Created - All DA Incidents	7,663	8,747
DVA Order Issued	12,068	11,431

## Operation Fanacht

This commenced in April 2020 and was rolled out where necessary throughout 2021, in support of public health guidelines and regulations relating to travel restrictions. It involved large-scale checkpoints on main routes and thousands of mobile checkpoints on secondary routes.

## Operation Navigation

Operation Navigation commenced in July 2020 and continued in 2021 to ensure licensed premises were in compliance with public health regulations.

## Operation Treoraím

From October 2020 and into 2021, under Operation Treoraím, An Garda Síochána conducted checks of retail premises across the country to ensure compliance with public health regulations. The vast majority of retail premises were compliant or came into compliance when requested to do so.

## Covid-19 Fine Statistics 1 January to 31 December 2021

All figures are based upon operational information and are correct as of 7 March 2022.

	Fine Type	2021
	<b>Non-Wearing of Face Coverings</b> (€80)	467
	<b>Movement of Persons</b> (€100) <sup>4</sup>	357
	<b>Leaving Home without a Reasonable Excuse</b> (Movement of Persons) (€100) <sup>1</sup>	14,979
	<b>International Travel Airports and Ports</b> (€2000) <sup>5</sup>	1,383
	<b>International Travel Airports and Ports</b> (€500) <sup>1</sup>	1,151
	<b>Persons Not Ordinarily Resident Travelling into State</b> (€100) <sup>2</sup>	444
	<b>Event Organisers</b> (Dwelling and Non-Dwellings) (€500) <sup>3</sup>	1,019
	<b>Attending Events</b> (in Dwellings) (€150) <sup>3</sup>	3,267
<b>Total</b>		<b>23,067</b>

Fines incurred<sup>1</sup> up to 11/04/2021 only, <sup>2</sup> up to 09/05/2021 only, <sup>3</sup> up to 02/08/2021 only, <sup>4</sup> 12/04/2021 to 09/05/2021 only, <sup>5</sup> 12/04/2021 to 19/07/2021 only.

## Anti-Spit Guards

In April 2020, as a health and safety measure to protect Gardaí, anti-spit guards were introduced for use in very limited circumstances.

Anti-spit guards provided an additional tactical option to be considered by Gardaí as a last resort in a continuum of graduated response. In circumstances where ‘there is clear evidence of spitting now or where a member believes there is a clear and tangible threat of spitting posed by the subject’, an anti-spit guard can be deployed.

Anti-spit guards are a lawful use of force and are on issue to other police services internationally. The Garda policy on the use of anti-spit guards made it clear that they were only to be used as a last resort and in line with the Garda Decision Making Model (GDMM), which includes at its centre human rights and our Code of Ethics.

The use of anti-spit guards was kept under constant review. This continued in 2021. Data shows that there were significantly more spitting attacks on Gardaí than deployments of anti-spit guards.

### Use of Anti-Spit Guards and Spitting Assaults on Members – 1 January to 31 December 2021

	Total No. of Incidents	No. with Proceedings Commenced to Date
Use of Anti-Spit Guards	26	14
Spitting Assaults on Members	183	82

## Pandemic Unemployment Payment (PUP) scams

In 2021, Gardaí seconded to the Special Investigation Unit within the Department of Social Protection, investigated the following PUP scams:

### Operation CALLUS

This operation involved the investigation of a phishing scam where approximately 70 people simultaneously received an unsolicited fraudulent email purporting to be from the Courts Service, informing them that they had been selected for jury duty and requesting their personal data.

Two of the accused were convicted of conspiracy to commit money laundering – one received a three-year sentence and their co-accused received one and a half years.



Community Policing Patrols Briefing



**121 fraudulent online applications for PUP payments** were made resulting in **€183,000 being defrauded** from the Exchequer and laundered into several money mule accounts. **€34,458 was recovered by GNECB.**

## Operation MEELAGH

This operation involved the investigation of a fraud where it is suspected that the personal data of over 160 people in full-time employment was accessed and used to fraudulently claim PUP. These payments were paid into a network of money mule accounts.

## Department of Social Protection (DSP) Investigation

This operation involved the investigation of a male working in a recruitment agency, suspected of using the PPS numbers of 24 non-nationals, without their knowledge, to fraudulently claim PUP and pay the money into 24 bank accounts. The DPP has directed 180 charges and European Arrest Warrants (EAWs) are being sought.

## SUPPORTING POLICING DURING THE PANDEMIC

### Major Emergency Management Office - Garda Covid-19 Coordination Unit

Throughout 2021, the staff of the Major Emergency Management Office continued to have responsibility for the Garda Covid-19 Coordination Unit.

Operating under the Major Emergency Management (MEM) Office, the unit had responsibility for the provision of updates to members of the organisation and answering specific queries from Garda personnel, as well as liaising with various government departments and agencies.

The Garda Covid-19 Coordination Unit operated **dedicated phonelines and an email address for all Garda personnel on a 24/7 basis**. This facilitated direct contact from staff of all grades and ranks for advice, information and reassurance on the myriad of complex and evolving pandemic-related policies, legislation, Statutory Instruments, precautions, and any other assistance required for operations and local management. Daily briefing reports were prepared for management, in addition to reports and regular updates from Internal Communications. Feedback on the operation and service provided by the unit from all levels of the organisation has been extremely positive.

### Garda National Health and Safety Policy Unit

The Garda National Health and Safety Policy Unit continued to work alongside the Covid-19 Coordination Unit in providing Covid-19 guidance and advice to senior managers and employees across the organisation. The unit also developed and circulated videos on how to implement control measures to curb the transmission of Covid-19 in the workplace when dealing with members of the public and prisoners.

The Regional Safety Advisors, under the remit of the Garda National Health and Safety Policy Unit, conducted **1,625 random Covid-19 compliance visits** at Garda stations, offices and other working environments.

### Garda Occupational Health and Wellbeing (GOHW)

GOHW continued to provide support and advice to all Garda personnel as the pandemic entered a second year. Working closely with other units, GOHW worked to promote the physical, mental and social wellbeing of all personnel.

In 2021, advice and initiatives were delivered to support all Garda personnel to carry out their duties safely and effectively, including:

- A **dedicated Covid-19** portal page with regular updates and advice on how to stay well.
- Provision of **real-time advice to individual Garda personnel**, Garda management and the Garda Covid-19 Coordination Unit. This advice covered medical considerations related to the implementation and application of public health regulations and guidance.

- **Production and updating of several documents** including:
  - Self-isolation and restricting movement guidance and advice;
  - Support and management of pregnant personnel;
  - Vaccination information and guidance;
  - Cocooning;
  - Workplace safety; and
  - Health and safety considerations impacting operational policing during Covid-19.

## Human Resources and People Development (HRPD)

### Employee Assistance Service (EAS)

EAS also continued with its proactive approach to personnel who were absent as a result of Covid-19 and related issues during 2021.



**Over 6,500 phone calls were made during the year to personnel who were self-isolating.** The purpose of the calls was to check-in and speak with the individuals to ensure they were OK during these difficult times. The calls were made by each Employee Assistance Officer and proved to be a great way to provide support and share welfare and wellbeing information. Inspire Workplace continued to provide a 24/7 independent and confidential helpline and counselling services to all personnel in An Garda Síochána.

### Garda Síochána Analysis Service (GSAS)

GSAS supported Covid-19 related operations. Regular analysis and reports were also completed, in conjunction with colleagues in the Garda Information Services Centre (GISC), on breaches of Covid-19 related regulations, the use of anti-spit guards and spitting assaults on Gardaí. These were used to support operational responses and to keep external policymakers and stakeholders, including the Policing Authority, regularly informed.

### Information and Communication Technology (ICT)

In 2021, ICT updated end-user devices with a change in focus from desktops to laptops to continue to better support mobile personnel with secure ICT access, without the need to be in a Garda station or office at a desktop. This also supported the organisation's transition to a hybrid working environment, as the impact of the Covid-19 pandemic continued to require remote working. This capability will have long-term benefits for the organisation.

In addition, in 2021, ICT rolled out video conferencing solutions with dedicated conferencing units to all remaining divisional headquarters and specialist units. In addition, support for video conferencing was further advanced across the ICT estate and a 'remote courtrooms' service was deployed in Dublin Metropolitan Region (DMR) Stations, in conjunction with the Courts Service.

The enhanced video conferencing service available across the organisation also supported the organisation's capability to host several large online conferences for personnel and external audiences.

# POLICING DURING THE PANDEMIC

**COVID-19**  
OFFICIAL UPDATE



6th April 2021

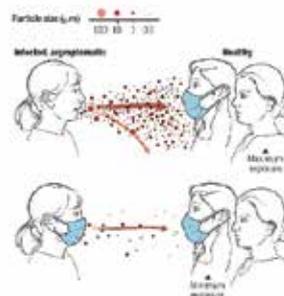
## Wearing a face covering can protect you

Face coverings are a key measure to slow the spread of COVID-19; they protect healthy people from the airborne spread of the virus and they help to prevent its onward transmission.

Wearing a face covering is one of the ways to protect yourself. You should also:

- Limit your contacts
- Keep at least 2 metres apart when possible
- Open the windows for good ventilation
- Wash your hands properly
- Cover any coughs and sneezes
- Don't touch your face.

Read more from the HSE [here](#).



Newsbeat –  
Covid-19 Update

## Procurement

Procurement continued to maintain supplies to ensure that frontline Gardaí were **provided with the appropriate PPE** to carry out their duties in a safe manner.

During 2021, apart from replenishing stocks of alcogel, antibacterial spray and wipes, there was little requirement to procure further Covid-19 related supplies as sufficient stocks remained from 2020.

## Communications

In a rapidly evolving crisis, it was critical for An Garda Síochána to demonstrate to the public that we were **here to keep them safe**. It was also vital that our core values of trust and community focus were seen to be maintained. Our personnel also needed regular and clear information to protect their health and safety, and explain to them in clear language the complex new regulations they had to enforce at short notice. The strategy was to communicate clearly, consistently, openly, regularly and in engaging ways across multiple channels, to the public and our own personnel, on our efforts to keep them safe during the Covid-19 pandemic.

## External

A wide range of communications activity continued throughout 2021, including:

- Regular media briefings with senior Garda personnel, including the Commissioner, when new organisational initiatives or operations were introduced.
- Regular publication of key statistics on the use of new powers.
- Sustained posting of key messages across our 21 national and local social media channels to our audience of 1.7m, demonstrating Gardaí visibility and support for vulnerable people.
- Regular updates on the success of the domestic abuse operation.
- Engaging video content to demonstrate our focus on community engagement.
- Gardaí provided regular Covid-19 related information via weekly local media slots.
- The maintenance of a dedicated web page for Covid-19, with updates from An Garda Síochána and linking to appropriate information/guidance on Gov.ie and the HSE websites.

## Internal Communications

### Internal Communications Strategy

Throughout 2021, Internal Communications provided clear and timely communications to inform personnel in the organisation of key information relating to Covid-19.

# POLICING DURING THE PANDEMIC

Community policing supporting the vulnerable - #HeretoHelp



The organisation's e-zine, Newsbeat, was regularly read by approximately 70% of the organisation. When there was high levels of Covid-19 in the community, **Newsbeat was published five times a week.**

The Garda Portal (intranet) was also used to provide in-depth information relating to Covid-19, particularly in relation to new or revised public health regulations, as well as health and safety advice.

## Awards

An Garda Síochána won first place in the Irish CovidComms Awards in the category "Best essential worker communications", for its internal communications during the pandemic.

## Legal

In 2021, the Legal Section played a central role in **supporting the operational frontline members** of An Garda Síochána by preparing advice and guidance on the myriad of emergency regulations and legislation during the Covid-19 pandemic.

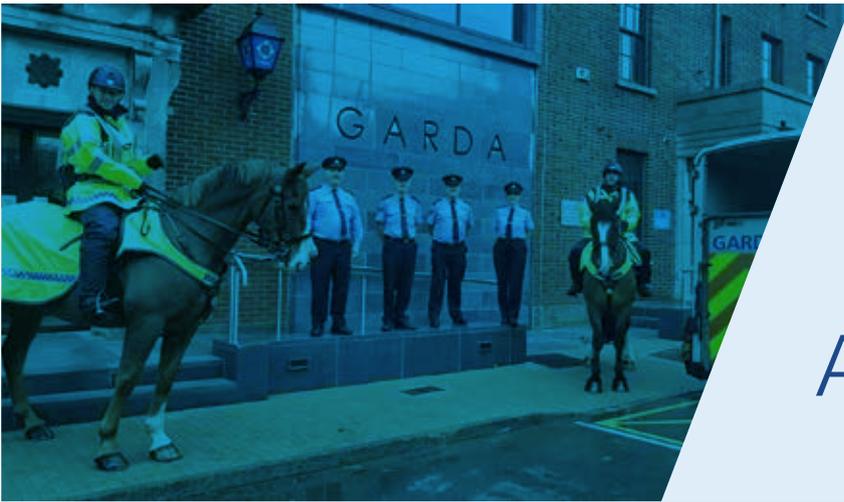
## Vetting

Throughout 2021, the Garda National Vetting Bureau (GNVB) **prioritised the urgent vetting requirements of medical and volunteer personnel** to support their work.

A total of 92,297 Covid-19 related vetting applications were processed in 2021, the vast majority were completed on the same working day or within 24 hours.

*"The very early introduction of Operation Faoiseamh was a profoundly important initiative whose value to those at risk of domestic abuse and whose very positive results have been striking and significant. That was coupled with the extension of Protective Service units to all Garda Divisions in the State which was, in itself, an impressive organisational achievement against the background of the pandemic."*

– Policing Authority Report on An Garda Síochána Performance During the Covid-19 Health Crisis, December 2021



# POLICING PLAN AND KEY ACHIEVEMENTS

## Impact of Covid-19 on the Policing Plan 2021 Targets

The Policing Plan 2021 incorporated actions taken by An Garda Síochána in Q2 2020 to support the Government's response to Covid-19. This included supporting vulnerable members of our society, maintaining engagement with minority and diverse communities, and delivering the necessary operations and activities to ensure adherence to Covid-19 public health guidelines by members of the public.

The Covid-19 restrictions also delayed the delivery of certain elements of the Policing Plan. For example, the Garda College's ability to deliver classroom-based training was significantly impacted. In response, the Garda College implemented a blended approach to learning, and a digital learning hub was established to support the design, development and delivery of online, virtual and self-directed courses. This allowed some sections, such as Anti-Corruption, to progress with eLearning courses. However, the deployment of several significant transformation projects, such as the Investigation Management System (IMS) and Roster Duty Management System (RDMS), which are reliant on classroom-based training, was impacted at the beginning of the year.

In addition, due to the Covid-19 restrictions, An Garda Síochána was unable to gather survey responses from the Public Attitudes Survey (measuring visibility, interaction quality and victim experience) to capture policing performance, resulting in the withdrawal of this element from the Policing Plan 2021, as originally envisaged.

## Key Achievements in the Delivery of the Policing Plan 2021

The following does not include Covid-19 achievements as they are already detailed in the Policing During the Pandemic chapter.

- **Personnel Welfare** – The KOPS ('Keeping Our People Supported') wellbeing app was launched in November 2021.
- **Cyber Crime** – Four Garda National Cyber Crime Bureau (GNCCB) satellite hubs were established in Cork, Galway, Mullingar and Wexford.
- **Community**
  - Mapping of the Community Policing Framework for eight divisions was completed.
  - Training for all Gardaí assigned to community policing launched on the Garda Learning Management System (LMS).
  - Work continued with the Department of Justice on piloting Local Community Safety Partnerships in three divisions.
- **Human Rights** – An Garda Síochána developed a human rights course with the University of Limerick, which launched in January 2021.
- **RDMS** – System go-live took place in 2021 in DMR North Central, Cork City, Kerry, Limerick and DMR South.
- **Garda Access Programme** – The Garda Access Programme launched in November 2021, with 26 interns officially commencing work in An Garda Síochána. The programme is designed to increase the accessibility, understanding of, and potential for a career in An Garda Síochána for school-leavers and graduates, particularly those from groups typically underrepresented in the organisation.
- **IMS** – The system was successfully deployed in the Wicklow and Clare Divisions in 2021, as part of Phase 3 of the rollout.

# POLICING PLAN AND KEY ACHIEVEMENTS



## Key Achievements Progress at a glance

### Achieved

1.1.1	Identify risk and the vulnerable in the community
1.1.3	Piloting Local Community Safety Partnerships in 3 Divisions
1.2.1	Engagement in the community and establishment of Diversity Forum for policing of Covid-19
2.1.1	Operation Faoiseamh
2.1.2	Domestic Abuse victims contacted within 7 days
2.2.2	Garda Inspectorate Report – Responding to Child Sexual Abuse
2.2.3	Information on economic crime provided to Divisions
2.3.2	Post-implementation review of Divisional Protective Services Units
2.4.1	Activities of Divisional Drug Units
2.4.2	Address drug-related intimidation
2.5.1	Rollout of Hate Crime training
2.5.2	Building up baseline data on Hate Crime and non-crime Hate incidents
2.7.1	Operations and activities to respond to Covid-19
2.8.1	Targeting organised crime groups (OCG)
2.8.2	OCG threat assessment matrix
2.8.3	Seizures of firearms, drugs and currency
2.9.1	Continuing to implement Crowe Horwath recommendations -Enhancing mobility access for Roads Policing -Increasing the proportion of Fixed Charge Notices (FCNs) issued through the use of mobility devices
2.9.2	Road Safety Campaign
2.9.3	Monitoring road deaths/serious injuries
2.9.4	Monitoring lifesaver offences
2.9.5	Data sharing for those driving without a licence
3.3.1	Participate in Major Emergency Management interagency structures
3.3.2	Promoting awareness of Major Emergency Management
4.1.1	Appropriate arrangements concerning Covid-19 powers

4.1.2	Rollout of human rights training
4.1.6	Building up baseline data on all Use of Force
4.1.7	Continuing to review key policies through the lens of the Human Rights Screening Tool
4.2.1	Continue to embed the Code of Ethics
4.2.2	Commencing Anti-Corruption Unit activities
6.1.2	Enhancing the Finance Function
6.2.1	Continuing the rollout of the Digital Strategy

### Partially Achieved

1.1.2	Rolling out the Community Policing Framework in a further 8 Divisions
1.2.2	Implementing the Diversity and Integration Strategy 2019-2021
2.1.3	Domestic Abuse Risk Assessment Tool
2.3.1	Outcomes-based measurement for sexual offences
5.1.1	Implementing key actions from the Equality, Diversity and Inclusion Strategy 2020-2021
5.1.2	Developing a diversity recruitment roadmap
5.2.2	Continuing to roll out the HR Operating Model
5.3.1	Health and Wellbeing Strategy
6.1.1	Rollout of the Operating Model
6.1.3	Progressing the enhancement of corporate functions
6.2.2	Rollout of the Investigation Management System
6.2.3	Rollout of the Rosters and Duty Management System

### Not Yet Achieved

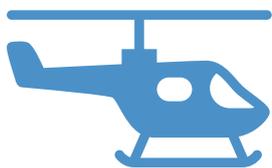
2.2.1	Reducing the backlog of seized electronic devices
4.1.3	Garda Inspectorate Report on Custody Management
5.2.1	Strategic workforce planning
5.4.1	Second Garda Culture Audit

\* Further details on delivery of each of the KPIs are available on Garda.ie.  
\* Due to Covid-19 restrictions, the Public Attitudes Survey was not completed resulting in the withdrawal of this element and associated KPIs from the Policing Plan 2021.

\* Progress on KPIs 3.1.1 and 3.2.1 relating to National Security is reported directly to the Department of Justice throughout 2021.



# NATIONAL POLICING

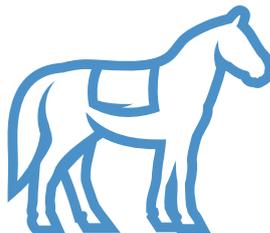


**1,202**  
Garda Air Support Unit  
flights

Stolen  
**MOTOR VEHICLE**  
Investigation Unit identified  
stolen vehicles to the value of  
**€1,455,400**



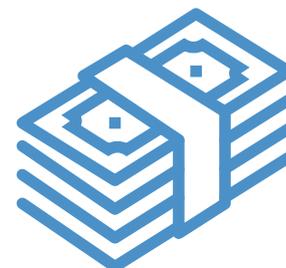
**2,747**  
Garda Mounted Unit  
deployments



**77** 

assassinations thwarted  
since 2016

**€5,639,310**  
cash seized



**490**   
**new cases**  
and 431 closed cases by  
the Garda National  
Cyber Crime Bureau

**9,598**  
MISSING  
PERSONS  
INCIDENTS

## GARDA NATIONAL DRUGS AND ORGANISED CRIME BUREAU (GNDOCB)

The role of GNDOCB is to proactively target top-tier organised crime groups (OCGs) operating at a regional, national and international level.

Illicit drugs, cash and firearms seized by GNDOCB: March 2015 - December 2021

Category	2021	Total since March 2015
Illicit Drugs	€63,689,192*	€268,691,657
Firearms	5	137
Ammunition (rounds)	60	5,571
Cash	€5,639,310 £38,571	€24,300,241 £264,326, \$3,721 US
Cash forfeited to State**	€8,230,886	€11,186,954.48
Interventions - threat to life incidents	2	77***

\*In 2021, an additional quantity of a substance, believed to be cocaine, with a potential estimated street value of over €30 million was seized. This is not included above as it is part of an ongoing investigation.

\*\*This is the amount of cash forfeited to the State, after relevant court proceedings.

\*\*\*77 threat to life operations since the murder of David Byrne at the Regency Hotel on 5 February 2016.

The statistics provided relate to operations undertaken involving participation by the GNDOCB in conjunction with Revenue and Customs. These statistics do not include seizures made by local Garda units other than by GNDOCB.

## OPERATION THOR

Operation Thor is a national anti-burglary initiative. Since its launch in 2015, the operation has led to:



46%

decrease in residential burglaries



39%

decrease in non-residential burglaries



16,346

arrests



486,044

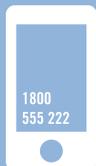
checkpoints

The Covid-19 restrictions probably led to an additional decrease in the number of burglaries in 2021.

## GARDA NATIONAL PROTECTIVE SERVICES BUREAU (GNPSB)

### Child Sexual Abuse Reporting (CSAR) Phone Line

An Garda Síochána operates a dedicated phone line for the reporting of child sexual abuse, 24/7 and 365 days a year. The phone number is 1800 555 222.



In 2021,

**193 calls**

were received on the CSAR phone line.

### Mother and Baby Homes

In April 2021, An Garda Síochána launched an appeal to anyone who wished to report a crime relating to a pregnancy and/or abuse involving their stay at a Mother and Baby Home to contact them, so that such crimes can be investigated, where possible.

In 2021, GNPSB received 82 reports – 43 have been closed, and 39 cases remain open and are subject to further investigation and engagement with victims.

### Harassment, Harmful Communications and Related Offences Act, 2020 – Intimate Image Abuse

In September 2021, the Department of Justice launched a reporting service, in conjunction with Hotline.ie, for anyone to report an incident of Intimate Image Abuse (IIA) via Hotline.ie. In 2021, GNPSB received 25 IIA reports from Hotline.ie.

## Divisional Protective Services Units (DPSUs)

In 2021, DPSUs were in place in all divisions to help deliver a consistent and professional approach to the investigation of specialised crime types, including sexual crime, child sexual abuse and domestic abuse, as well as providing support for vulnerable victims of crime.

## Human Trafficking

During 2021, 44 victims of human trafficking were identified by An Garda Síochána (28 females and 16 males) - six more than in 2020.

In 2021, the first two successful prosecutions and subsequent convictions for human trafficking offences were recorded since the introduction of the Criminal Law (Human Trafficking) Act, 2008.

## Missing Persons Unit (MPU)



*These figures are based upon operational data recorded on PULSE as of 11 January 2021 and are subject to change.*

In 2021, MPU assisted the UK's National Crime Agency and Cumbria Police with the identification of a missing person. The individual was missing from Dublin in 1999 and their remains were later found on the east coast of the UK.

## Annual National Missing Persons Day

In 2021, despite the Covid-19 restrictions, MPU provided support by phone/online to the families of long-term missing persons. Similarly, Annual National Missing Persons Day was held virtually in December. While not in person, this important memorial event provided some comfort to many families still waiting for their loved ones to be located.

## The Child Rescue Ireland (CRI) Alert

The CRI Alert enables An Garda Síochána to appeal for help from the public where a child has been abducted and there is a reasonable belief that there is an immediate and serious risk to the health or welfare of a child.

In 2021, two CRI Alerts were initiated – both were stood down after the child was located safe and well.

## Domestic Abuse Risk Evaluation Tool

In September 2021, to ensure appropriate resources and supports are directed to those most at risk, the Domestic Abuse Risk Evaluation Tool was rolled out to Garda regions.

## Domestic Abuse Training

In 2021, the Domestic Abuse Intervention and Policy Unit (DAIPU) worked with the Garda College to develop a bespoke domestic abuse eLearning training programme for Garda personnel, which was accessible on the Garda Learning Management System (LMS).

Training modules were also provided on LMS for the Domestic Abuse Risk Evaluation Tool and the enforcement of court orders issued under the Domestic Violence Act, 2018.

## United Nations '16 Days of Activism against Gender-Based Violence' Initiative

In 2021, An Garda Síochána participated in this international initiative by reminding the public that domestic abuse is a crime, and highlighting the supports and contacts for victims/concerned individuals. Posts were shared across Garda social media platforms and translated into 14 languages, including Irish Sign Language, resulting in 190,000 Twitter impressions and 1.3 million Facebook reaches.

Also, Leinster Rugby supported this initiative by publishing key information in the programme for the provincial men's Leinster Rugby games in November/December 2021.

## GARDA NATIONAL ECONOMIC CRIME BUREAU (GNECB)

In 2021, GNECB established several units to address international enquiries and insurance fraud, including the International Relations and Policy Unit (IRPU).

The year saw an increase in the volume of economic crime reported, including the use of money mules (a person who allows their bank account to be used for money laundering purposes – often young people/students).

As well as enforcement activity, to help tackle the rise in money mule activity, GNECB provided advice to young people via social media and an outreach programme for schools in North Dublin, which will be rolled out more widely in 2022.

Also in 2021, to highlight the risks to members of the public, GNECB coordinated a romance fraud awareness campaign in the media to coincide with Valentine's Day. During Fraud Awareness Week in March 2021, GNECB highlighted smishing (text), vishing (calls), phishing (email), investment fraud and procurement fraud.

## OPERATION JAYWALK

Operation JAYWALK was an intelligence-led investigation into an OCG suspected of skimming ATMs in Ireland and Northern Ireland. During this investigation, organised crime-related legislation was used for the first time in this cyber-enabled crime.

Two suspects were arrested in Co. Meath – one of the accused pleaded guilty in 2021 to gangland offences and is serving a sentence here. The second was arrested on foot of a European Arrest Warrant (EAW) issued in Northern Ireland. The trial is scheduled to be held in 2022.

## OPERATION ELBA

Operation ELBA is a German-led investigation into an OCG which is believed to have stolen almost €90 million in a complex fraud on the gas trading networks. At least €13 million is suspected to have been laundered through bank accounts set up by shell / virtual companies in Ireland.

In July 2021, An Garda Síochána joined the Germany / Dutch-led Joint Investigation Team (JIT) – a first for GNECB.

## OPERATION SKEIN

Operation SKEIN is an ongoing investigation of an OCG, suspected to be involved in worldwide business email compromise (BEC) fraud from Ireland and laundering the proceeds through accounts in Ireland. It is estimated that at least €26 million has been stolen and almost €25 million laundered through Irish bank accounts, and transferred to accounts in Turkey, China, Dubai, the UK and other jurisdictions.

This investigation has identified an extensive OCG network and almost 500 money mules countrywide. One suspect has been arrested and charged with alleged conspiracy and money laundering.

In addition, several other suspects have been convicted with one pleading guilty to organised crime-related offences.

## SMISHING/PHISHING



In 2021, as phishing emails increased in quantity and sophistication, GNECB warned the public about smishing (text), vishing (telephone) and phishing (email) attacks by fraudsters purporting to be from Revenue, the Department of Social Protection, the Department of Health and the HSE.

These frauds aim to obtain sensitive, personal data by luring victims with false information and then using their personal data to illegally access bank accounts to steal money or fraudulently claim social welfare entitlements. In the majority of cases, the criminal proceeds will be paid into a mule account for onward transfer to the eventual recipient.

## PUBLIC-PRIVATE PARTNERSHIPS (PPPS)

In 2021, GNECB established and co-chaired four PPPs with a number of sectors, to enable the identification of economic crime and associated criminality.

### The four PPS are:

<b>1</b>	<b>The Joint Intelligence Group (JIG)</b> is with the main financial and credit institutions in Ireland – other European countries have sought information on this so they can replicate this successful Irish partnership.
<b>2</b>	<b>The International Joint Intelligence Group (JIG)</b> is with the main international financial and credit institutions based here.
<b>3</b>	<b>Joint Practice Group (JPG)</b> is with the main accountancy bodies.
<b>4</b>	<b>The Fintech Group</b> is with the main fintech bodies.

## BLOCKCHAIN WORKING GROUP

In 2021, GNECB also established and chaired a Blockchain Working Group to develop policy around the investigation of crimes involving crypto-assets and increase the organisation's investigative capacity for these crimes. Members of the group include representatives from GNECB, Financial Intelligence Unit Ireland, the Garda National Cyber Crime Bureau (GNCCB) and CAB, as well as experts from across industry and academia.

## GARDA NATIONAL CYBER CRIME BUREAU (GNCCB)

### GNCCB Case Management during 2021:

GNCCB Cases	2020	2021
New Cases	400	490
Closed Cases	333	431

### GNCCB Case Types

Case Type	No. of Cases
Child Abuse Images/Child Exploitation	244
Theft and Fraud Offences	54
Data Retrieval	40
Harassment	16
Sexual Assault/Rape	13
Internal Affairs	11
Human Trafficking	9
Murder	7
<b>Total</b>	<b>394</b>

\*GNCCB also provided advice for another 397 contacts during 2021.



## GNCCB Operations

### Computer Forensics Examinations

In April 2021, operations got underway at four newly established cyber satellite hubs located in Cork, Galway, Mullingar and Wexford, with 25 new Garda personnel. Two further hubs are planned for 2022.

In 2021, this GNCCB area also decrypted numerous encrypted devices to provide evidence in court cases for crimes such as child exploitation, homicide, serious assaults, and cases involving terrorism and a threat to State security. Digital forensic expertise was also utilised to bring child victims to safety by identifying offenders here and abroad, and sharing this information with Europol and other jurisdictions.

### Conti Ransomware Attack

In May 2021, the HSE was targeted by criminals in the largest, multi-jurisdictional cyber-attack in the history of the State. The Department of Health was also subjected to a related attack.

In August 2021, as part of this active investigation by the Cyber Investigations Unit, assisted by digital forensic examiners, GNCCB seized infrastructure belonging to the group, preventing over 750 other victims from a similar ransomware attack.

In November 2021, on foot of a Mutual Legal Assistance Treaty (MLAT) request, GNCCB's investigation team seized the primary communications server of the Conti Ransomware group. In December, the investigation team recovered data from servers located in the US and returned this to the HSE.

Also in December 2021, GNCCB launched an investigation into a further ransomware attack on the Coombe Hospital, Dublin.

Throughout 2021, other successful investigations included, for example, the hacking of a major US technology company and the sale of fraudulently obtained products from the company online, and the exploitation of a vulnerability in a parking system allowing several individuals to park for free over some time.

### Cyber Safety

- In 2021, working with the Garda Corporate Communications Office, GNCCB provided cyber safety and cybercrime prevention advice about ransomware, malware, phishing and smishing to both internal and external stakeholders (incl. government agencies, private industry and academia), and members of the public, as well as contributing to national and international cyber safety conferences.
- For European Cyber Security Month (October 2021), GNCCB worked with the Department of Justice on a joint cyber safety programme and national communications campaign launched by the Minister for Justice via a press conference at GNCCB.

### Cyber Security

- In 2021, work continued on a memorandum of understanding expected in Quarter 1 of 2022, outlining the cooperation between GNCCB and the National Cyber Security Centre (NCSC) to support critical infrastructure governance, and the prevention/investigation of transnational and national online attacks.
- Throughout 2021, Detective Chief Superintendent, GNCCB and Detective Superintendent, GNCCB attended online meetings with Enterprise Ireland, a key stakeholder in the cybersecurity industry.

## Cyber Intelligence

GNCCB takes a proactive and collaborative approach to identifying and analysing cyber threats, by actively patrolling the internet and darknet to identify suspects. In 2021, activities included disseminating cyber intelligence bulletins throughout An Garda Síochána, regularly engaging with cryptocurrency exchanges to identify suspicious transactions, and liaising with international law enforcement partners, such as the FBI and Europol, to establish, share and monitor information.

## Internal Security Fund (ISF) 2014-2020 Programme



In 2021, funding from this programme enabled cybercrime investigations and Digital Evidence First Responders training for 220 frontline Gardaí.

The programme also provided for accommodation refits to meet the technical standards required to conduct cybercrime investigations at the four newly established GNCCB satellite hubs, as well as the acquisition of a decryption suite and training.

## Intelligence Network and Secure Platform for Evidence Correlation and Transfer (INSPECTr)

In 2021, GNCCB became a member of the Law Enforcement Agency Steering Group of this EU Horizon 2020-funded consortium (18 partners from 10 countries representing academia, law enforcement and private industry), led by the Centre for Cybersecurity and Cybercrime Investigation at UCD.

INSPECTr aims to address the challenge of analysing, preventing, investigating and mitigating the use of new information and communication technologies by organised crime and terrorist groups. Activities have included testing several forensic tools, partnering with other law enforcement agencies on a 'use case' project and hosting a forum.

## Inter-Agency Engagements

GNCCB has put agreements and structures in place to facilitate cooperation with international partners, and to share information and intelligence on transnational cybercrime.

In 2021, proactive engagement took place with organisations such as:

- **The National Cyber Security Centre (NCSC)** regarding cyber threats, cyber safety, media campaigns and the memorandum of understanding.
- **Europol, Interpol and a wide range of international law enforcement agencies.**
- **European funded research projects** such as EMPACT (European Multidisciplinary Platform Against Criminal Threats) and EUCTF (European Union Cybercrime Taskforce).
- **The Department of Justice** regarding cyber security policy, cybercrime prevention and awareness campaigns, and the Budapest Convention on Cyber Crime.
- **The Cyber Defence Alliance (CDA)** – In September 2021, GNCCB and CDA signed a memorandum of understanding to share information to fight cybercrimes and threats, including those involving transnational crime.
- **AIIE (All Island Information Exchange) and (OCTF) Organised Crime Task Force Northern Ireland.**

## CRIMINAL ASSETS BUREAU (CAB)

CAB celebrated its 25th anniversary in 2021. Through targeted operations across the country, CAB continued its focus on high-ranking criminals, while also targeting those operating in mid and lower-level tiers by depriving them of the proceeds from their criminal conduct.

CAB continued its work with international partners through forums such as Interpol and Europol, as well as Joint Investigation Teams (JITs). It also continued to foster links with local communities and support local Garda management through the Divisional Asset Profiler Network.

Full details of the activities of CAB during 2021 is published in its annual report.

## GARDA NATIONAL IMMIGRATION BUREAU (GNIB)

Despite the impact of the global pandemic on travel and air travel, GNIB continued to pursue those involved in organised immigration crime and prevent illegal entry into the State and abuse of the Common Travel Area (CTA). Throughout 2021, GNIB continued to fulfil its core functions and collaborations with external agencies and international counterparts, and enforce the relevant public health regulations at Dublin Airport.

In addition, in partnership with the Garda College, GNIB continued to provide tailored immigration training to Garda Immigration Officers.

### **Removal and Refusal of Individuals in 2021**

In 2021, the applications of 3,807 non-nationals to land in the State, following their arrival, were refused, compared to 2,861 in 2020.

During 2021, 2,153 of these non-nationals entered the international protection process.

In 2021, nine people who were subject of a deportation order were removed from the State, while 43 people who were subject of a removal order and three who were subject of a transfer order were also removed.

### **Operation PHOBOS:**

In 2021, GNIB liaised with UK Immigration Enforcement and the Police Service of Northern Ireland (PSNI) to investigate, detect and successfully mitigate abuses of the CTA.

This investigation led to the arrest of a 53-year-old foreign national in Northern Ireland suspected of involvement in immigration offences.

### **Operation WATTLE:**

GNIB and UK authorities launched this joint investigation into an OCG suspected of being involved in money laundering, as well as the smuggling of illegal immigrants, through the large-scale production, distribution and use of false documents to facilitate illegal entry into Ireland and the CTA.

In August 2021, a joint operation involving the search of six properties in Ireland and two premises in the UK led to the seizure of electronic devices and financial documentation, and the freezing of €33,000 deposited in a bank account. Three foreign nationals previously arrested are subject to further investigation regarding this operation.



CAB Press  
Briefing 15  
October 2021

## Case Study – Human Trafficking Conviction

In April 2021, GNIB concluded the prosecution of a 40-year-old person in respect of several offences, including trafficking in illegal immigrants contrary to Section 2 of the Illegal Immigrants (Trafficking) Act, 2000, and the accused was sentenced to a term of imprisonment of 30 months.

## GARDA NATIONAL BUREAU OF CRIMINAL INVESTIGATION (GNBCI)

### The Maritime Analysis Operations Centre (Narcotics) Medal

The Maritime Analysis Operations Centre (Narcotics), or MAOC (N), is an international law enforcement initiative by the UK and six European countries, including Ireland, to prevent illegal maritime drug trafficking into Europe. Each year, MAOC (N) presents medals to individuals who have demonstrated extraordinary professionalism, expertise, dedication and collaboration in tackling international drug trafficking in the Atlantic Ocean and the Mediterranean Sea.

In October 2021, three members of An Garda Síochána were awarded medals by MAOC (N).

### Environmental Crime Unit

GNBCI supports investigations into illegal trafficking in waste, including illicit production, that can potentially cause harm to human health and the environment, undermine legitimate business, and deprive the Government of revenue. Waste crime is undertaken in conjunction with other lateral offences, such as document fraud and financial irregularities.

Wildlife crime also constitutes a crime against the environment and, in June, An Garda Síochána and the National Parks and Wildlife Service (NPWS) signed a joint protocol to tackle wildlife crime. The new protocol formalises the relationship and provides for structured cooperation at national, regional and local levels throughout the State.

In addition, working with the European Crime Prevention Network (EUCPN), the Environmental Crime Unit led a campaign to raise awareness among European law enforcement officers about the different types of wildlife crimes.

### Arts and Antiquities

GNBCI investigations in this area included the sale of counterfeit and forged works of art, and the disruption of criminal networks engaged in the theft and laundering of cultural property within the State.

## Case Study – Falsely Attributed Artwork

In May 2021, GNBCI launched an investigation into the false attribution of paintings to an established painter, now deceased. This fraud was discovered by a relative of the artist after a painting failed to sell via an online auction. An examination of the painting revealed that the painting was not an original piece and further investigations established that several falsely attributed paintings were sold in this jurisdiction, and also in Northern Ireland. The investigation is ongoing.

### Extradition Unit



**240**

extradition warrants  
were executed.



**109**

fugitives were surrendered to other  
jurisdictions.



**78**

fugitives were returned to Ireland  
from other jurisdictions.

## Stolen Motor Vehicle Investigation Unit (SMVIU)

Assets Identified and Seized		<b>97</b> Technical examinations of vehicles 	  <b>16</b> Search Assists
Stolen Vehicle Assets	Proceeds of Crime *assistance provided to GNDOCB		
<b>€1,455,400</b>	<b>€1.6 million cash</b>		
			

### Case Study – Classic Car Theft

In January 2021, following an extensive investigation by SMVIU, directions were received from the Director of Public Prosecutions to prefer multiple charges against five suspects who are members of an OCG involved in the theft of classic cars from elderly, vulnerable victims across the State. A number of victims outside the State were also subjected to deception, resulting in significant financial loss.

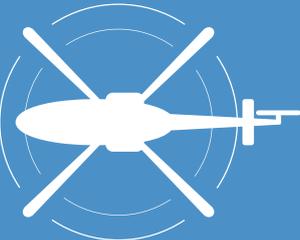
### Case Study – Operation Fault

In February 2021, SMVIU searched a location in Co. Meath and recovered an electronic device disguised as a 'Nintendo Gameboy' that could intercept key fob security systems enabling the theft of cars. This was the second time similar devices were recovered by SMVIU in 12 months, disrupting the activities of criminals involved in vehicle theft.

## OPERATIONAL SUPPORT SERVICES (OSS)

### Garda Air Support Unit (GASU)

GASU continued to support a range of operations in 2021, including supporting Covid-19 initiatives, national traffic operations, and several cross-border crime initiatives with the PSNI and other agencies.

	<b>1,202</b>	Flights
	<b>1,080</b>	Hours Flown
	<b>1,843</b>	Incidents Attended
	<b>111</b>	Suspects Detained
	<b>14</b>	Missing Persons Located
	<b>21</b>	Vehicles Recovered

### Case Study – Search Operation

In January 2021, the crew of the Garda helicopter was deployed to assist units from Delvin, Co. Westmeath and Trim, Co. Meath, in a search for the occupants of a 4x4 vehicle that drove directly at Gardaí conducting a Covid-19 checkpoint. The ground units pursued the suspect vehicle, which was eventually abandoned on bogland. After conducting a thermal search of the environs, GASU located three individuals in a wooded area who were subsequently arrested by the ground unit.



## Garda Dog Unit (GDU)

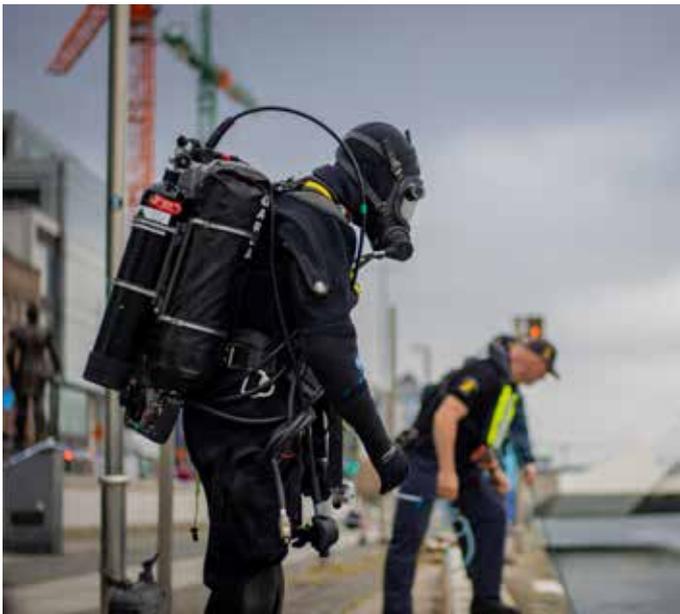
In 2021, GDU was involved in over 1,017 deployments, including searches for missing persons, drugs, firearms, explosive substances and stolen property, as well as high visibility patrols in the Dublin Metropolitan Region (DMR).

The dogs also recovered  
**over €4 million**  
in drugs and cash



## Case Study – Drugs Search

In June 2021, a Garda dog team of two Gardaí and their dogs assisted local drugs and detective units with a search at a property in Co. Kildare. During the search, the Garda dog indicated the presence of drugs and cocaine was subsequently found concealed in a paint tin. A further search of a dwelling by the Garda dog team led to the discovery of cash and a significant seizure of drugs.



## Garda Water Unit (GWU)

In 2021, GWU, based in Santry and Athlone, conducted humanitarian missing person searches nationwide, recovered the remains of 14 missing persons and responded to 101 operational requests for missing persons, and crime-related searches. GWU also conducted 238 proactive marine patrols in waterways, harbours and marinas.

GWU was also requested to search for firearms and other weapons in connection with the investigation of serious crime in all Garda regions, and to provide underwater video and still photography to investigating officers.

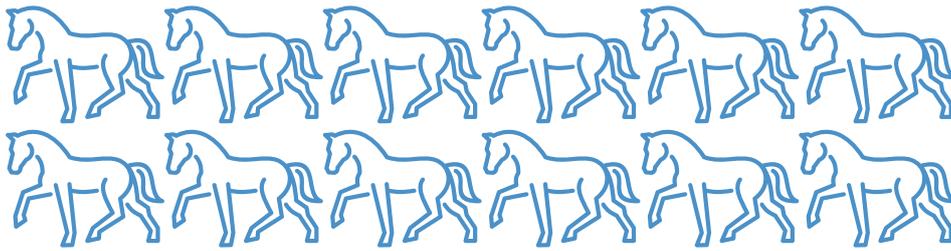
In addition, utilising its extensive network of European Marine Police contacts, GWU supported local Gardaí investigating the theft of boats, engines and other marine equipment in 2021 by patrolling and searching offshore and inland islands.

## Case Study – Underwater Forensic Search

In June 2021, a GWU search team carried out an underwater forensic search and recovered a quantity of cash and a weapon from the Grand Canal at Leeson Street, Dublin. These had been discarded by a suspect earlier after they had committed a robbery at a nearby shop.

## Garda Mounted Unit (GMU)

In 2021, GMU responded to 2,747 requests for deployments, including public order, crowd control, VIP protection, ceremonial duties and high visibility Covid-19 public health regulations patrols.



There are  
**12**  
**mounts**  
in GMU

Overview of the activities of GMU in 2021:

- **Assisting crime prevention** with high visibility patrols as part of Operation Thor in Kilkenny, Carlow and Ashbourne.
- Conducting **intensive night patrols** in the DMR to tackle specific issues, such as drunkenness, drug abuse, public order offences, theft and robbery offences.
- Assisting with the **VIP visits** of the Presidents of France and Germany.
- Providing **guidance and assistance** to equine charities, including Cherry Orchard, Clondalkin, and ChildVision, the National School for the Blind.

## THE GARDA NATIONAL PUBLIC ORDER UNIT (GNPOU)

In 2021, four new gold commanders, which is in addition to one existing gold commander, trained in the UK to address capacity and capability recommendations in the Garda Inspectorate report on public order policing. The course focused on public safety, events, and public order.

Two subsequent briefing days for existing Garda Silver commanders and other stakeholders were held to share learnings and experiences from the course.

GNPOU was deployed at a number of large-scale events during the year where the threat and risk determined this a necessity.



Public  
Order Training



# NATIONAL SECURITY & INTELLIGENCE



**138**

**planned searches** conducted by the Armed Support Unit in support of frontline policing



Over

**3,100**

**logged armed calls to DMR ASU assisting local Gardaí**



**490**

**refugees** were security screened by Special Detective Unit personnel as part of the **Irish Refugees Relocation Programme (IRRP)**

**149**

**negotiator activations for 2021;** an increase of 60% compared to 2020



## GARDA NATIONAL CRIME AND SECURITY INTELLIGENCE SERVICE (GNCSIS)

### National Security Intelligence Unit (NSIU)

NSIU is the section of the Garda National Crime and Security Intelligence Service (GNCSIS) responsible for the collection, analysis and dissemination of intelligence concerning matters of national security. The role of the NSIU is to identify and analyse all threats to national security. NSIU is the single point of contact between An Garda Síochána and all external entities in relation to national security intelligence and international cooperation in the fight against terrorism and espionage.

Throughout 2021, NSIU continued to strengthen its cooperation and intelligence sharing relationships with European and other international counterparts, essential to NSIU delivering its objective of identifying and analysing threats to national security. Also in 2021, NSIU worked closely with its investigative colleagues in the Special Detective Unit providing intelligence support to various investigations and operational activities.



## NATIONAL CRIMINAL INTELLIGENCE UNIT (NCIU)

NCIU is the central hub for the collation, analysis and dissemination of high-grade criminal intelligence in An Garda Síochána. NCIU links directly with international law enforcement partners, and national and local investigation units, to develop actionable intelligence on the *modi operandi*, intentions and activities of organised crime groups (OCGs), operating both within the State and beyond its borders.

With an overarching view of the intelligence picture, NCIU evaluates the impact of OCG activity, thereby ensuring resources are efficiently deployed to target those groups who pose the greatest risk to the community. Intelligence provided by NCIU contributes significantly to the direction and success of Garda operations, with intelligence-led policing driving the organisation's response to high-level criminality.

## OFFICE OF THE NATIONAL CRIMINAL INTELLIGENCE OFFICER (NCIO)

The NCIO liaises with a broad, national network of Criminal Intelligence Officers within An Garda Síochána, providing a mutual collaborative line of communication to ensure the immediate notification of information and intelligence on criminal related matters. The NCIO is the single point of contact for Criminal Intelligence Officers and other Gardaí within the Security and Intelligence Section in all non-subversive related matters. The NCIO highlights the movements of known criminals and suspected offenders, new crime patterns and emerging trends, including new *modi operandi* identified, and other matters of interest. This information is available to all Garda personnel via the Criminal Intelligence page on the Garda Portal.

## SPECIAL TACTICS AND OPERATIONS COMMAND (STOC)

The GNCSIS Programme is aligned with the recommendations of the Commission on the Future of Policing in Ireland Report and the commitments under A Policing Service For Our Future (APSFOF). It is designed to complement the overall Garda Operating Model. STOC provides a covert and overt armed response, and support to critical incidents and investigations nationally.

## Emergency Response Unit (ERU)

The Emergency Response Unit is a national covert specialist armed unit that supported the investigations in 2021 of national and local investigators into serious criminal and firearms activity. ERU assisted the Criminal Assets Bureau, Special Detective Unit, Garda National Bureau of Criminal Investigation and the Garda National Drugs and Organised Crime Bureau in planned and spontaneous investigative actions during 2021.

## Armed Support Units (ASU)

The Armed Support Units are regionally based and provide 24-hour armed response nationally.

DMR ASU assisted local Gardaí with over 3,100 logged armed calls in 2021. The calls were logged from members of the public and assessed by CFIC (Critical Firearms Incident Command), which in turn dispatched ASU mobiles to assist locally dispatched units until the perceived threat was reduced, clarified or mitigated by responding ASU mobiles.

138 of the received assistance requisitions were deemed appropriate for the deployment of ASU tactical teams to assist local/national units in the entry and securing of locations, to mitigate the assessed threat levels. Such deployments were under warrant or to seek out and arrest suspects.

In October 2021, STOC launched a targeted patrol initiative within the DMR for high visibility patrols in specifically designated areas. The targeted patrols are identified by each division and supplied to the DMR Coordination and Tasking Unit (CTU) which, following intelligence assessments, disseminates to ASU for specific patrolling during each tour of duty.

DMR ASU continues to support local units with medical assistance calls. 25 such calls were specifically recorded as medical interventions during 2021.

In November, Commissioner Harris formally launched a dedicated regional ASU in Cavan Garda Station.

## National Negotiation Unit (NNU)



**149** Negotiator activations for the year 2021

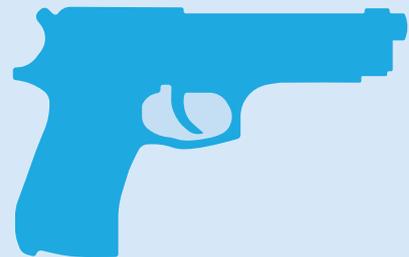
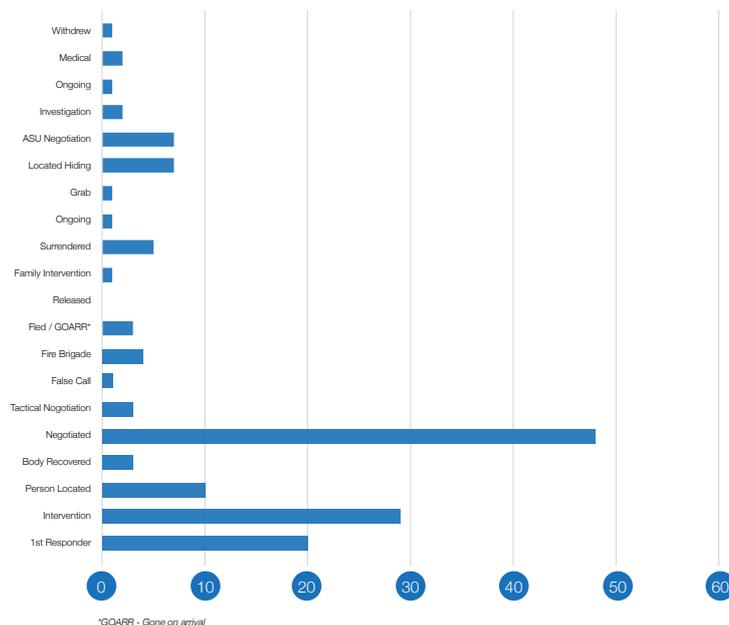
This figure represents a 60% increase compared to 2020. The highest previous yearly figure was 98, recorded in both 2018 and 2019.

Crisis intervention, mental health barricades and domestic/criminal barricades continue to be the mainstay of the work carried out by negotiators.

There has been a large rise in the number of incidents, which have greater potential risk for those involved, and those who respond to the incident. Incidents involving or suspected to involve firearms have increased by 144%, from nine to 22. There were three murder/suicide incidents in the past 12 months to which negotiators responded.

The Department of Foreign Affairs requested the assistance of the NNU regarding three incidents occurring in Somalia, Burkina Faso and Romania. The unit also assisted Royal Canadian Mounted Police regarding an international case.

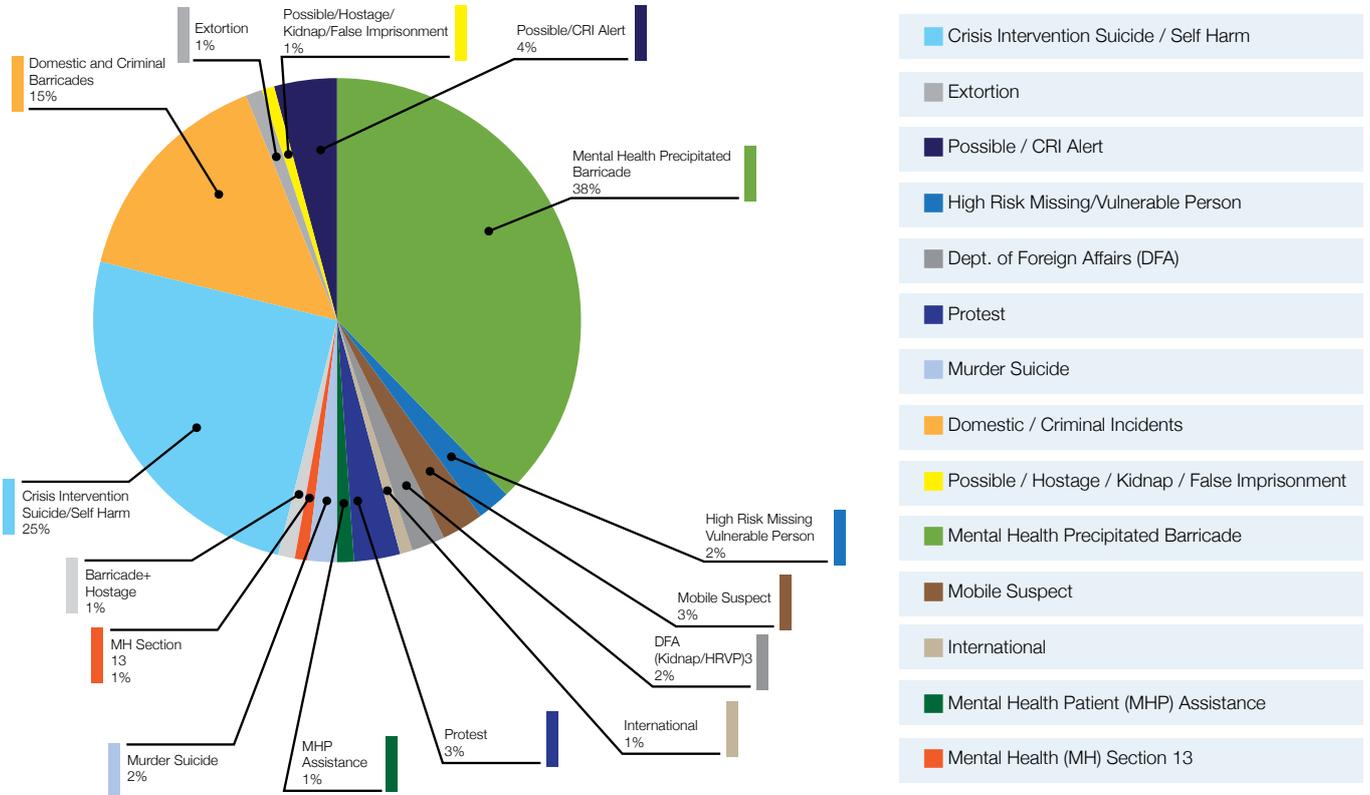
INCIDENT CONCLUSION: HOW INCIDENTS CONCLUDED



Incidents involving or suspected to involve firearms have increased by

**144%**  
from nine to 22

## NNU STATS 2021: CALL-OUT TYPE 2021



## STOC Training Unit (STU)

STU facilitated the recertification of all lethal and less-lethal firearms to STOC personnel nationwide. They upskilled all of STOC in the new 40mm munitions and delivered Method of Entry (MOE) refresher training, recognised as a priority target. Judgmental training, delivered by way of realistic scenario-based exercises utilising the Garda Decision Making Model, was introduced and delivered nationwide, and three modules of training programmes were also delivered, incorporating simulated critical incidents followed by replication on the firing range.

In addition, in partnership with the Eastern Region, STU piloted a training programme that provided realistic scenario-based training exercises in hostage/barricade/suicide (HBS), active shooter and marauding terrorist incidents, involving HSE/ Incident Response Team (IRT), Aer Corps, Air Support Unit, regional Critical Firearms Incident Command (CFIC) controllers, negotiators and local frontline Gardaí. This is set to be rolled out to the other regions in 2022.

## Command Coordination and Development Unit (CCDU)

### Welfare



As a result of a welfare review within STOC, the Post-Incident Process (PIP) guidelines were redeveloped. A working group, made up of internal and external stakeholders, was established and it met on several occasions, resulting in the compilation of An Garda Síochána Post-Incident Procedure (PIP) Document.

The implementation of same is ongoing, along with Post-Incident Liaison Manager (PILM) and peer support training.



### Operational Commander Seminar – Garda College, Templemore

An aide-memoire/summary document was compiled to support operational commanders in all aspects of the Garda Decision Making Model and risk assessments.

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### Review of Recommendations from Various Inquiries and Tribunals



As part of the ongoing oversight and governance of firearms operations, a review was conducted of all inquiries and tribunals to ensure that recommendations have been, or are in the process of being, implemented within STOC and adhere to best practice.

All aspects are included in the day-to-day guidance of CCDU's ongoing projects and training. A register of recommendations is maintained to provide governance regarding implementation.

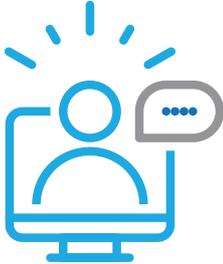


### Gold, Silver and Bronze Firearms Commanders Course

Fifteen participants attended the gold/silver course and 63 attended the bronze course. All were successfully assessed and certified. This was the inaugural firearms commanders' course based on the Garda Decision Making Model for Critical and Firearms Incidents (CFI), and Hostage Barricade Suicide Incidents (HBSI).

## Webinars

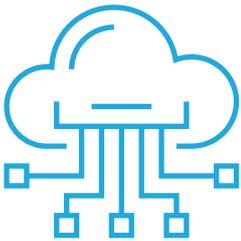
CCDU is in constant communication with various European and international counter-terrorism partners (as below), and has attended several webinars, which provide up-to-date information and trends for critical and firearms incidents.



All relevant learnings are recorded and integrated into training recommendations.

- Marauding Terrorist Firearms Attack
- Open Spaces and Protection of Religious Sites
- Open Spaces and Protection of Religious Sites Working Group
- Department of Justice Mental Health
- EU Defence Group
- Counter UAV/UAS Working Group
- Open Spaces Working Group

## Central Log of Intelligence Operations (CLIO) Development



The Central Log of Intelligence Operations (CLIO) is a software package designed for use by police services for recording and decision-making purposes. It is widely used in the United Kingdom and Northern Ireland by police services over the last 10 years.

CLIO has been purchased and the project is with Garda ICT to provide the necessary security and compatibility with An Garda Síochána IT infrastructure.

This will benefit STOC by providing one platform for the recording of all firearms operations and retention of same, as per recommendations from various tribunals and inquiries.



## LIAISON AND PROTECTION

### Interpol

Interpol Dublin continues to contribute to Interpol 19 databases to assist worldwide law enforcement to prevent, disrupt and detect transnational crime.

In 2021, An Garda Síochána participated in Interpol-led projects, covering areas including cybercrime, financial crime, organised crime, environmental crime and crimes relating to the Covid-19 pandemic.

				
Cybercrime	Financial crime	Organised crime	Environmental crime	Covid-19 pandemic related crimes

Interpol capabilities were used extensively in 2021 within An Garda Síochána, complementing and assisting the work of specialist units and frontline policing.

### Europol

Europol assisted An Garda Síochána in conducting several cross-border operations targeting serious and organised crime in the areas of cybercrime, drug trafficking, human trafficking, illegal immigration, frauds and terrorism. The Europol network also facilitated the coordination of ongoing investigations in other European member states.

As part of Europol's drive to upskill law enforcement to essential standards, Garda personnel attached to specialist units participated in online training, attended virtual conferences, and were involved in joint-action days targeting online hate crime and labour exploitation.

### Schengen Information Systems (SIS II) and SIRENE Bureau

In 2021, An Garda Síochána successfully connected to the Schengen Information System (SIS II).

SIS II is a centralised secure database used by European countries for maintaining information (alerts) related to border security and law enforcement, and is a critical component of the open border policy that has been operating in Europe.

The integration of SIS II into national systems means that automatic alerts are generated in real-time to support operational Gardaí. SIS also generates alerts on missing persons (in particular children), as well as information on certain types of property, such as banknotes, cars, vans, firearms and identity documents that may have been stolen, misappropriated or lost.

The new database provides law enforcement officers with faster and easier ways to exchange information about possible criminal activity, to prevent criminals from taking advantage of international borders to facilitate illegality. The implementation and integration with SIS II is a key project to support An Garda Síochána objectives for European and international police cooperation.

An Garda Síochána set up the SIRENE Bureau (Supplementary Information Request at the National Entries) to implement SIS II, which is part of an EU-wide network of national contact points and operates on a 24/7/365 basis.

### International Coordination Unit (ICU)

ICU continued to oversee the national Internal Security Fund (ISF) project within An Garda Síochána. The project is focused on fulfilling two specific objectives;



- **The fight against crime:** Combating cross-border, serious and organised crime, including terrorism, and reinforcing coordination and cooperation between An Garda Síochána and other authorities of EU states, including Europol.



- **Managing risk and crisis:** Enhancing the capacity of An Garda Síochána to effectively manage security-related risk and crisis, as well as preparing for the protection of people and critical infrastructure against terrorist attacks, and other security-related incidents.

The unit coordinated An Garda Síochána participation in EU research and an innovation project as part of the Horizon 2020 programme, themed 'Secure Societies'.

### National Major Emergency Management (MEM) Office

In 2021, the MEM office was part of the Cross Border Emergency Management Exercise Group, which developed Exercise Enya to test the cross border activation protocol. This live exercise was scheduled to take place in mid-December 2021, however, it has been postponed due to Covid-19.

At a national level, the MEM unit represented An Garda Síochána at the Government Task Force on Emergency Planning, the National MEM Steering and Working Groups, and the Cross Border Emergency Management Group. Upon activation of the National Emergency Coordination Group, for example, the MEM office coordinated and led the Garda input during Storm Barra in December 2021.





# COMMUNITY SAFETY

**Rollout of the new Garda Schools Programme**



interns commenced employment in December 2021, representing groups from ethnic/migrant, socio-economically disadvantaged areas, disability, and members of the LGBTI+ and Traveller Communities

**28**

**CRIME PREVENTION AND REDUCTION STRATEGY 2021 - 2024 INTRODUCED**



**A new, non-emergency online hate crime reporting mechanism was launched**



**Age Card**

applications rose by 10% to 42,194



**Over 70**

young people from across the country recognised at the National Youth Awards

**Over 168,500**

fixed charge notices were submitted on mobility devices



**Over 1,000**

Garda personnel of all ranks and grades have now completed the 12-week bespoke training course and are now **HUMAN RIGHTS CHAMPIONS**



**OPERATION TEORAINN launched nationwide targeting driver behaviour**



## GARDA NATIONAL COMMUNITY ENGAGEMENT BUREAU (GNCEB)

### Crime Prevention Campaigns

Campaigns were run on key crimes such as:



**Burglary prevention**



**Cyber/online safety**



**Public safety and harm reduction**



**Bicycle theft/safety**



**Rural safety**



**Water safety**

These campaigns were promoted through a variety of media including traditional, social and online media.

## **Campus Watch Rise Above The Influence Drugs Misuse Campaign**



As part of Campus Watch, this drugs misuse awareness campaign was developed by the Garda National Crime Prevention Unit (GNCPU) and the Garda National Community Policing Unit, which worked closely with the Union of Students in Ireland and third-level students, including a graduate intern with the Trinity College Disability Service, to develop #Riseabovetheinfluence materials.

## **Money Mule Presentation**

The Garda National Community Policing Unit, in consultation with the Garda National Economic Crime Bureau (GNECB), developed a presentation for third-level students to help raise awareness about money mules.

## **New Garda Schools Programme**

In September, following a review of the existing Garda Schools Programme, and two years of work with both internal and external stakeholders, the Garda National Community Policing Unit commenced the rollout of the new Garda Schools Programme.

## **Coco's Law**

As part of cyber security and safety month in October 2021, the Garda National Community Policing Unit distributed to all Community Policing/Community Engagement Units, a poster aimed at post-primary students on Coco's Law developed by Garda Schools Programme partner, Webwise. Coco's Law creates two new offences that criminalise the non-consensual distribution of intimate images.

## **Park Smart Campaign**

In July, as Covid-19 restrictions lifted, the Crime Prevention and Community Policing Units promoted this campaign, targeted at visitors to coastal and scenic locations. This involved advising the public to take care of their property when parking in remote, unguarded locations.

## **Sheep Worrying Campaign**

In March, to help prevent the amount of sheep worrying incidents during lambing season (up to 400 between January and late April), GNCPU highlighted the issue on Crimecall, as well as dog owners' legal obligations under the Control of Dogs Act. In the segment An Garda Síochána appealed to members of the public to support the Irish Farmers Association's 'No Dogs Allowed' campaign to prevent sheep attacks that ultimately cause financial loss to the farming community and distress to all involved.

## **Operation Tombola: Fireworks/Halloween Safety Campaign**

In September, Acting Minister for Justice, Heather Humphreys TD, launched the Department of Justice's Fireworks Safety Awareness Campaign in collaboration with the ISPCA, Dublin Fire Brigade and An Garda Síochána at the Dublin Fire Brigade Training Centre. The campaign emphasised that fireworks are illegal and dangerous, and it urged people not to buy them, sell them or use them.

## **Bank Juggling**

A nationwide appeal was issued to the public to make them aware of bank juggling. This scheme involves thieves watching customers going in and out of financial institutions, and targeting those they suspect of having withdrawn large cash amounts. Crime prevention advice and awareness raising of this issue was published across social media platforms.

## **European Domestic Burglary Focus Day**

As a member of the European Crime Prevention Network (EUCPN), An Garda Síochána, in collaboration with the Department of Justice, along with other law enforcement agencies across the EU, continued to raise awareness of domestic burglary and participated in public awareness activities on the focus day of action in June 2021.

## SUPPORTING LOCAL INITIATIVES/COMMUNITY POLICING

### **Garda National Youth Awards 2021**

In November, the Garda National Youth Awards 2021 were held to celebrate outstanding young people aged between 13 and 21 years, who actively and positively contributed to their communities. Following 24 Divisional Youth Awards Schemes held over the year, over 70 young people from across the country received national level awards at the 2021 ceremony.

Awards are considered for nominated young people who make their local communities a better place to live in. Nominations are sought by Gardaí through their community engagement with local schools, youth groups and other stakeholders in their communities.

### **Boxing Community Engagement Programme**

A community engagement programme, in conjunction with the Garda Boxing Club and the Irish Athletic Boxing Association, was introduced in 2021 across the country. This initiative was supported by the Irish Athletic Boxing Association.

The programme was created in response to a development whereby some criminal elements were attempting to infiltrate boxing clubs to influence young people at a vulnerable age. The programme involved community Gardaí calling into their local boxing clubs to introduce themselves, strengthen relationships with local club members, and highlight the tradition and importance of boxing to An Garda Síochána.

### **Dan Buoy and Tetra Pilot Project**

The Dan Buoy and Tetra Pilot Project was formally launched by Commissioner Harris in November 2021 at Bishop's Quay, Limerick.

The introduction of the Tetra radio is an effective and functioning shared communications platform that will speed up communications between relevant agencies in a river based incident. In addition, there are now six Dan Buoys which can be deployed from Garda response vehicles in Limerick. These buoys have never been used in Ireland before and only by the German Navy in the EU. New equipment and training will protect first responders and greatly improve the assistance available to casualties in the water.



Community Policing



Paper Craft Emergency Services Vehicles Initiative

## Operation Safe Home

Kerry Community Gardaí developed Operation Safe Home to target both urban and rural areas with a clear goal of reducing road traffic collisions involving pedestrians. They distributed hi-vis jackets to publicans to give to customers who walk home at night. They also introduced the 'Ask for Angela' initiative, in collaboration with bar staff and taxi drivers, and encouraged the use of the See Something, Say Something text number.

## Paper Craft Emergency Services Vehicles Initiative

In March, following the cancellation of the St. Patrick's Day parade, An Garda Síochána teamed up with the Little Blue Heroes Foundation, Dublin Fire Brigade and a graphic designer to launch the mini cardboard papercraft emergency vehicles initiative for children in hospital so they could have their own parade of emergency service vehicles.

## COMMUNITY POLICING TOOLKIT

In June, the Community Policing Toolkit was introduced. The toolkit contains a variety of resources to inform and assist Gardaí when engaging with communities. These include ready-to-go presentations; how-to guides; guideline documents; crime prevention materials, and relevant forms. The toolkit is user-friendly and intuitive, allowing Gardaí to navigate the information they require easily.

## CRIME PREVENTION AND REDUCTION STRATEGY 2021 - 2024

In December, the Crime Prevention and Reduction Strategy 2021-2024 was introduced. Crime prevention is achieved through effective and comprehensive engagement with communities and businesses, and not policing alone.

An Garda Síochána will continue to work closely with public and private sector partners, to prevent crime and reduce the opportunities for criminal activity. This strategy outlines goals and actions that are designed to support such engagement and enhance the continuing valuable work of Crime Prevention Officers across the organisation.

## HUMAN RIGHTS, EQUALITY DIVERSITY AND INCLUSION

The core function of the Human Rights Section is to provide advice to the Garda organisation and advise policy owners about human rights standards. In this regard, it continued to benefit from the expert guidance and advice of Ruth Fitzgerald SC, who is the external Human Rights Legal Advisor to the Commissioner.

## Human Rights Champions/Training

In 2021, the first intake of Human Rights Champions completed the Policing and Human Rights Law in Ireland course. The course is developed by the Human Rights Section in collaboration with the University of Limerick. The second intake

of Human Rights Champions completed the course in December 2021. This group included participants represented by the following external agencies:

- The Police Service of Northern Ireland
- The Defence Forces
- The Garda Inspectorate
- The Policing Authority
- GSOC

The third intake of Human Rights Champions commenced the course in January 2022, which also included participants from external agencies.

Over 1,000 Garda personnel of all ranks and grades have now completed the 12-week bespoke training course, and now advocate for human rights within An Garda Síochána.

The Human Rights Section developed the second phase of learning sessions for the Human Rights Champions. This involves a series of online video seminars to reinforce and develop the Human Rights Champions in discrete areas, to support human rights-based policing.

## Strategic Human Rights Advisory Committee (SHRAC)

The SHRAC is attended by the Commissioner, and internal and external representatives from a range of stakeholders. In addition to the internal membership of the SHRAC, external membership comprises a number of advocacy groups, namely:

- 
- Dublin Rape Crisis Centre
  - Irish Human Rights and Equality Commission
  - Irish Centre for Human Rights
  - National Disability Authority
- 

Some of the main issues discussed by the SHRAC in 2021 included:

- 
- The progress of the Human Rights Champions training
  - The response of An Garda Síochána during the Covid-19 pandemic
  - The development of the next Human Rights Strategy 2022-2024.
- 

The 2020 Annual Report of the SHRAC was published in April 2021 on [www.garda.ie](http://www.garda.ie).

## Human Rights Strategy 2022-2024

A draft Human Rights Strategy 2022-2024 was presented to the SHRAC in December 2021, following an extensive internal and external consultation process, and will be launched in 2022.

## Equality, Diversity and Inclusion (EDI)

Launched in December 2020, the EDI Strategy and Action Plan identifies a number of priority actions that align with the external Diversity and Integration Strategy 2019-2021.

Completed actions from the internal Equality, Diversity and Inclusion Action and Implementation Plan 2020-2021:

- The **establishment of an Equality, Diversity and Inclusion Leadership Council**, consisting of internal and external stakeholders, chaired by Deputy Commissioner Strategy, Governance and Performance.
- The **role of Equality, Diversity and Inclusion Champions** proposed under this action plan has been merged with that of Human Rights Champions, as outlined in the Garda Human Rights Strategy 2020-2022.
- An **amended An Garda Síochána Uniform and Dress Code Policy** was approved in July 2021. This takes into



account changes in the uniform to allow for religious items of clothing, as well as clothing options for non-binary and transgender Garda personnel.

- Those with responsibility for the procurement of equipment, including PPE, firearms and vehicles, have been made aware of the organisation's equality, diversity and inclusion obligations, to avoid inadvertent gender discrimination.
- The **Garda Staff Internship Programme was designed** to increase the accessibility, understanding of and potential for a career in An Garda Síochána, particularly for school leavers and graduates underrepresented in the organisation. Twenty-eight interns commenced employment in December 2021, representing groups from ethnic/migrant, socio-economically disadvantaged areas, disability and members of the LGBTI+ and Traveller Communities.
- A **baseline data survey on the demographic make-up of the organisation** was conducted in July 2021. The survey was published on the Garda Portal system.

## **Diversity and Integration Strategy 2019-2021**

The strategy is designed to improve communications, foster community partnerships, and combat racism and hate crimes. In 2021, achievements from its implementation include:

### **Online Hate Crime Reporting Facility Launch**

In July, a new, non-emergency online hate crime reporting mechanism (accessible via [www.garda.ie](http://www.garda.ie)) was launched to coincide with the EU Day of Action in Support of Victims of Hate Crime.

The facility promotes increased accessibility to Garda services by providing a safe and secure way for victims of hate crime to report to An Garda Síochána. All reports are examined by the Garda National Diversity and Integration Unit to ensure the appropriate action is taken to record and respond to reports. An instructional video on the use of the online service and a promotional video (developed in conjunction with diverse/minority representatives) is also available in 19 languages on the Garda website.

### **Hate Crime Policy and Procedures**

An Garda Síochána policy and procedures documents, titled Responding to Hate Crime and Non-Crime Hate Incidents, were issued to all Garda personnel in 2021. These documents cover the identification, reporting, investigation and prosecution elements of hate crime, and support the delivery of hate crime/diversity and cultural awareness training (also developed in 2021).

### **The Garda National Diversity Forum**

The Garda National Diversity Forum continued to meet throughout 2021. Established in 2020 and made up of a number of external stakeholders, the forum continued its work of monitoring and reviewing the implementation of the Diversity and Integration Strategy 2019-2021. The positive work of the forum included gathering stakeholder contributions, encouraging the reporting of hate crime to An Garda Síochána, and continuing to provide a platform for people to share ideas and voice community concerns.

## The Garda/Traveller Advisory Group

The Garda National Diversity and Integration Unit's positive and constructive engagement with the Garda Traveller Advisory Group continued throughout 2021. Collaboration on Garda training initiatives and the sharing of public health advice between Gardaí and local communities are examples of successful outcomes. In addition, Garda Traveller Dialogue Days were held in several divisions, bringing together local Gardaí and Traveller Community members to help break down barriers and develop positive working relationships.

## Garda/LGBTI+ Dialogue Days

In 2021, An Garda Síochána ran several dialogue days, to bring together LGBTI+ representative organisations from across the country. These days provided opportunities to discuss issues/challenges affecting LGBTI+ communities, promote the Garda Diversity Officer Network and provide updates on the implementation of the Diversity and Integration Strategy 2019-2021.

## Diversity and Community Engagement Patrols

The Garda National Diversity and Integration Unit continued to promote the use of the diversity 'Pride' patrol car in 2021, demonstrating how An Garda Síochána celebrates difference and equality. In June 2021, Pride Month was celebrated nationwide and, in the absence of the annual Pride Parades, the diversity 'Pride' car was utilised. It was very positively received providing a visible presence and show of support for the LGBTI+ community.

## Diversity and Hate Crime Training

In 2021, significant work on training for the Garda Diversity Officer (GDO) Network continued relating to hate crime, as well as diversity and cultural awareness. Liaison was ongoing with various stakeholders, such as the Traveller Mediation Service and the Disability Federation of Ireland.

### Case Study – Garda Diversity Officer (GDO) training

A representative from the Dublin City Interfaith Forum spoke with GDOs during training in 2021 about diversity and awareness.

### Case Study – KickOff@3 Community Cup

Assistant Commissioner Hilman and the Garda National Diversity and Integration Unit travelled to Belfast in September with Sports Against Racism Ireland (SARI) to support its representative team taking part in the KickOffAt3 anti-racism football tournament. Organised by Kickoff@3 in association with the PSNI and the Irish Football Association, this event brought together young people from various backgrounds in a spirit of friendship and competition.

### Case Study – DMR South Central

Gardaí in Kevin Street and Donnybrook held a number of meetings with the Muslim and Sikh communities throughout the year. These meetings took place with inclusion as their central focus, and the provision of a medium whereby issues experienced by those communities could be raised and discussed. Community policing members across the Division engaged with many diverse groups, including the Indian Community, African Community and the Polish Community.

### Case Study – Cork Migrant Centre

Residents of a direct provision centre were provided an opportunity to get to know their local Gardaí in Cork, as well as receive important information and advice, through the partnership of Community Policing Gardaí with the Cork Migrant Centre.



Stay Cautious On Your Staycation



## GARDA YOUTH DIVERSION BUREAU (GYDB)

The Garda Youth Diversion Bureau (GYDB) has statutory responsibility for overseeing and developing the Diversion Programme nationally under Part 4 of the Children Act, 2001. GYDB is headed by a Chief Superintendent and it forms part of the Roads Policing and Community Engagement Region.

### Covid-19

The Covid-19 pandemic continued to present significant challenges to the work of Juvenile Liaison Officers (JLOs) during 2021, though this did not inhibit their ongoing efforts, commitment and hard work during this time. The JLOs continued to support the Diversion Programme by engaging with children in the community, in compliance with Covid-19 regulations and guidelines.

### The Monitoring Unit

The GYDB Monitoring Unit developed several guidance documents in 2021. These included a guide on the youth referrals process for Covid-19 offences using Fixed Payment Notices (FPNs), an information booklet for Performance and Accountability Framework (PAF) administrators on JLO monthly Key Performance Indicators (KPIs), and reports and infographics for investigating members and PAF administrators on the youth referral creation process. The unit also continued its engagement with the Garda Information Services Centre and other stakeholders involved in the youth referrals process to ensure good governance and oversight.

Monthly reports were provided to each Garda region highlighting the number of youth referrals deemed unsuitable for the programme and requiring action or progression at a district or divisional level. These reports also served as reminders for outstanding files and the delivery status of cautions to children referred to the Diversion Programme.

In addition, quarterly monitoring reports were provided to Regional Assistant Commissioners, highlighting the number of incidents requiring attention, with details of the average number of days since a direction was made at the national Garda Youth Diversion Bureau and information on trends for specific regions.

### National Age Card

The National Age Card continues to be the preferred proof of age for retailers of alcohol in Ireland. Pre-pandemic, approximately 60,000 applications were processed each year. In 2020, applications fell by around 36% to 38,561 applications. However, in 2021 this rose by around 10% to 42,194.

### Monitoring Committee

The 2019 and 2020 Annual Reports of the committee appointed to monitor the effectiveness of the Diversion Programme were forwarded to the Department of Justice, as required under Section 44 of the Children Act, 2001.

### Training

Notwithstanding the interruption to the training schedule, several training programmes were delivered in 2021. These included Mediation and Restorative Justice Training for recently appointed JLOs. Also, as part of their professional development, recently promoted Sergeants received a briefing on the Diversion Programme and their role as supervisors. In addition, Youth Mental Health First Aid Training was delivered to JLOs in 2021, with further courses planned for 2022.

Garda National Diversity and Integration Unit Engagement



## YOUTH MENTAL HEALTH PROGRAMME

### Youth Mental Health First Aid

GYDB supported the rollout of a new two-day Youth Mental Health First Aid Programme for JLOs and frontline community policing Gardaí. JLOs continue to report rising mental health issues among young people.

The programme is designed for adults who live with, work with or support young people aged between 12 and 18 years. Using a practical, evidence-based action plan, participants learn how to assist a young person who may be experiencing a mental health problem or a mental health crisis, until appropriate professional help is received or the crisis is resolved.

A number of Gardaí have been trained and accredited as instructors in Youth Mental Health First Aid from St. John of God's Hospital, Dublin and to date have delivered three courses, with further courses planned.

### Youth Justice Strategy

An Garda Síochána is a key stakeholder in the Youth Justice Strategy 2021–2027, launched in April 2021. GYDB is represented on the Youth Justice Oversight Group (YJOG) and Assistant Commissioner, Roads Policing and Community Engagement represents An Garda Síochána on the Strategy and Governance Group.

## GARDA NATIONAL ROADS POLICING BUREAU (GNRPB)

In 2021, Roads Policing focused on the four 'lifesaver' offences – speeding, seatbelts, mobile phones and driving under the influence, supported by greater use of technology, deployment of the Divisional Roads Policing Units and ongoing engagement with external stakeholders.

Provisional road collision statistics show that the number of road deaths in 2021 dropped to a record low, making it the safest year since road deaths were first recorded in Ireland in 1959, albeit with, at times, low levels of traffic due to the pandemic.

A total of 136 people died in 123 fatal road collisions in 2021, compared to 146 deaths in 135 fatal road collisions in 2020. This represents 10 fewer deaths or a 7% drop in road fatalities compared to the previous year.

The figures also show that while 19 pedestrians were killed in 2021, this is the lowest number of pedestrian deaths over the last 25 years (a breakdown by road users is only available since 1996).

## FATALITIES SUMMARY 2021



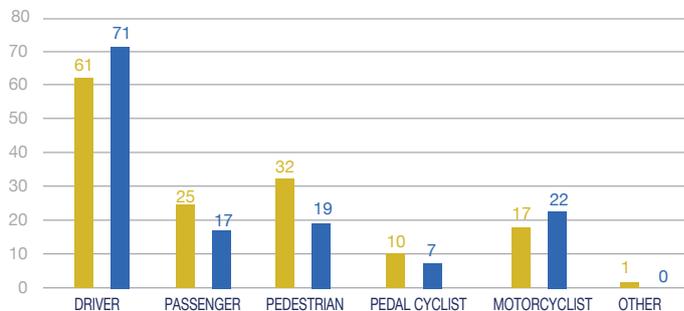
IN 2021	DECREASE OF 7%	OVERALL DEATHS HAVE INCREASED AMONG	DUBLIN (21), MEATH (14), GALWAY (12), AND TIPPERARY (11)	AUGUST
There have been <b>136 fatalities in 123 fatal collisions</b>	in fatalities compared to <b>2020</b> <b>12 less</b> fatal collisions and <b>10 less</b> fatalities	<b>Drivers: 71 (+10)</b> <b>Motorcyclists: 22 (+5)</b>  Deaths have decreased among; <b>Passengers: 17 (-8)</b> <b>Pedestrians: 19 (-13)</b> <b>Pedal cyclists: 7 (-3)</b>	<b>had the highest number of fatalities (43% of total)</b>	<b>was the month with the highest number of fatalities (22)</b>

### Road User Type

The road user fatality profile highlighted the following data:

- 65% of fatalities involved drivers and passengers.
- Increases in fatalities of drivers (+10) and motorcyclists (+5) in 2021.
- Decreases in fatalities among passengers (-8), pedestrians (-13) and cyclists (-3).

### Road User Type



**Driver and passenger fatalities represent almost two thirds of fatalities (65%) in 2021, compared to 59% in 2020.**

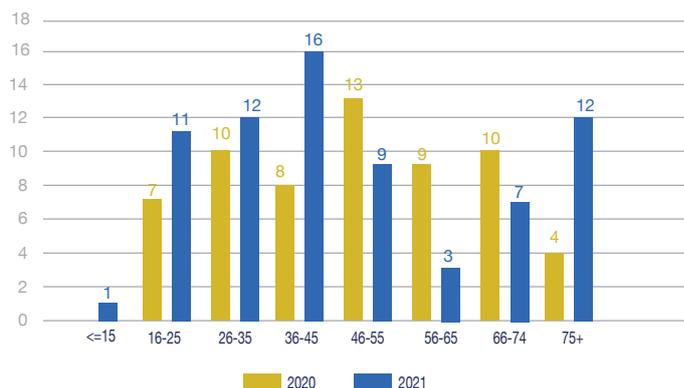
There has been an increase in the number of drivers (+10) and motorcyclists (+5) fatalities in 2021 compared to 2020.

A decrease in fatalities, has been seen among passengers (-8), pedestrians (-13) and cyclists (-3).

Of fatalities, 24% occurred on an urban road and 76% occurred on a rural road. For 2020, these proportions were 28% and 72% respectively.

*\*Note: All data for 2020 and 2021 are provisional and subject to change. An urban road has a speed limit of 60km/h or less, while a rural road has a speed limit of 80km/h or greater.*

### Driver Fatalities



**Driver fatalities represent over half of fatalities (52%) in 2021.**

There has been an increase in the number of driver (+10) fatalities in 2021 compared to 2020.

Of the 71 driver fatalities, 16 were aged 36-45 years, 12 were aged 26-35 years and 12 were aged 75+ years.

Of driver fatalities, 17% occurred on an urban road and 83% occurred on a rural road.

*\*Note: All data for 2020 and 2021 are provisional and subject to change. An urban road has a speed limit of 60km/h or less, while a rural road has a speed limit of 80km/h or greater.*



BikeSafe Initiative

## KEY ENFORCEMENT DATA DURING 2021 RELATIVE TO TRAFFIC VOLUMES DURING COVID-19

### Lifesaver Offences 2021\*

Despite reductions in traffic volumes from the introduction of travel restrictions in March 2020, detections for the main lifesaver offences saw an increase of 17% when compared to 2019. However, there was a slight decrease on 2020 figures (-1.9%).

Monthly enforcement figures stayed relatively constant throughout the year. Enforcement figures stayed at a constant or decreasing trend, as traffic volumes increased significantly throughout the second half of 2021.

### TRAFFIC VOLUMES V LIFESAVER OFFENCES



A positive correlation could be seen between traffic volumes and lifesaver offences throughout 2020, decreasing and increasing in tandem.

Initial decreases in lifesaver detections were not to the same extent as decreases in traffic volumes.

Traffic volumes in recent months are on a distinctly upward trajectory, while lifesaver detections have remained generally constant or on a downward trajectory since March 2021.

Enforcement levels remain well in excess of pre-Covid 2019 levels (+17%).

	2019	2020	2021	Change 20/21(%)
Lifesaver Offences	187,361	223,675	219,424	<b>1.9%</b>

\* Monthly traffic volumes are based on all data available and relate to all vehicle types. Figures supplied by Transport Infrastructure Ireland.

\*\* Lifesaver offences consist of a combination of detections for speed, mobile phones and seatbelts, as well as intoxicated driving arrests.

## PUBLIC AWARENESS ACTIVITY

A number of campaigns were conducted by An Garda Síochána and the Road Safety Authority (RSA) including:

- National Slow Down Days in March, May, August and October
- ‘High-Risk Month’ – February
- Seatbelt safety
- Footpaths/cycle lane safety
- Child car seat safety
- St. Patrick’s Day and bank holidays – drink-driving
- Motorcycle safety – April/May
- May Bank Holiday – mobile phones
- BikeSafe launch – June
- Horse rider safety – August
- Back to school
- Make Way Day/Operation Enable
- Tyre safety
- Light up your bike – November
- Christmas and New Year road safety appeals

## Crimecall

In 2021, some of the topics covered were safety features (pre-recorded) on driving during bad weather, distraction driving, staycation advice, tyre safety, as well as in-studio interviews about motorcycle safety and intoxicated driving.

## EXAMPLES OF ADDITIONAL ROAD SAFETY OPERATIONS

### Operation Teorainn

In October 2021, Operation Teorainn was launched by Assistant Commissioner, Roads Policing and Community Engagement. Following analysis of national fatal and serious injury road traffic collision data, the new national road safety enforcement operation was designed to target driver behaviour for the remainder of 2021. The main aims of this operation were to enforce road transport legislation, focus on unaccompanied learner drivers, and reduce serious injury and fatal road traffic collisions by targeting poor and dangerous driving behaviours, including the core lifesaver offences:



Speeding



Seat belt offences



Use of mobile phone while driving

Driving while intoxicated

Lifesaver Offences

This operation was mounted following a 19% increase in driver deaths in 2021. This figure has changed significantly since the launch of the operation, with figures for driver deaths in November 2021 at 17 below the same date in 2020 –120 fatalities arising from 109 collisions.

### GoSafe Operations

- The total number of times vehicles were assessed in safety camera zones – 32,758,606.
- Compliance rates within the safety camera zones – 99.58%.
- Detections per hour in safety camera zones – 1.57 vehicles.

## TECHNOLOGY

### Active Mobility Project

In 2021, Roads Policing in collaboration with the Active Mobility Team continued to expand and improve the delivery of a modern mobile device solution for policing in Ireland.

Nationally in 2021, all Roads Policing Gardaí had access to the Traffic App and the Fixed Charge Notice (FCN) App. The focus on the Traffic App provided frontline Gardaí with the ability to carry out real-time detections at the roadside. As a result, the Traffic App has helped increase detections of disqualified drivers, untaxed cars and stolen vehicles. The FCN App has removed significant paperwork from frontline Gardaí and improved data quality, thus reducing the rate of FCN challenges in court.

During 2021 (to the end of December), over 168,500 Fixed Charge Notices were submitted on mobility devices.





# CROSS-ORGANISATION SERVICES

		
14,235	3,167.6	425
MEMBERS	GARDA STAFF (WHOLE TIME EQUIVALENT)	RESERVES
Staffing Level as at 31 December 2021		

over **1.7 MILLION** social media followers – an increase of 13%



**A WELLBEING APP KOPS** launched in November



There were over **100,000** eLearning sessions undertaken in 2021

**OVER 900** Garda personnel signed up for the organisation's Fáinne Gaeilge initiative



**624,000** incidents created on PULSE by GISC

**OVER 432,000**

vetting applications were processed, an increase of 12%

The total reassignments delivered since the workforce modernisation commenced stood at **844** at the end of 2021

More than **2,500** additional active mobility devices were deployed to frontline members, bringing the total to over 4,600 deployed by the end of 2021

## JUSTICE REFORM

In September 2018, the report of the Commission on the Future of Policing in Ireland was published. The report provides An Garda Síochána and other stakeholders with a roadmap on how to improve the delivery of policing in Ireland.

Following this, Garda management began assessing how best to deliver the Commission's recommendations and in December 2018, the implementation plan, A Policing Service For Our Future (APSFOF – formerly APSFF), based on the Commission's report, was announced by the Minister for Justice.

APSFOF will provide An Garda Síochána with the right tools and support needed to deliver on our mission of keeping people safe. For the communities we serve, it will mean:

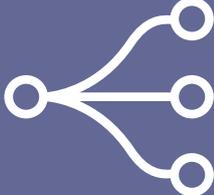
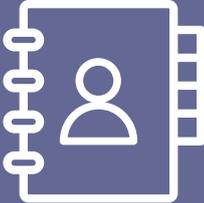
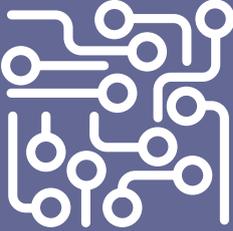
- More Gardaí on the frontline and increased visibility;
- A more responsive policing service suited to local needs;
- Gardaí equipped with modern technology to prevent and tackle crime;
- A human-rights based approach to policing.

## Key Achievements in the Delivery of A Policing Service For Our Future (APSFOF)

The first two phases of APSFOF (Building Blocks and Launching Phases) have been completed. The third phase, the Scaling Phase, commenced in October 2020 and continued throughout 2021; this is a critical phase of the programme of reform. The majority of the actions have been started or executed during the Scaling Phase to ensure An Garda Síochána has the right tools and supports to deliver on its mission of keeping people safe.

Several APSFOF initiatives are also deliverables under the Policing Plan.

### APSFOF Achievements 2021

	<h4>Operating Model</h4> <p>16 Divisions commenced business services functional area implementation. All elements of business services were initiated in five divisions</p>		
 <h4>Cybercrime Capacity</h4> <p>Operations began in May 2021 at four GNCCB hubs, located in Cork, Galway, Mullingar and Wexford</p>	 <h4>Roster Duty Management System (RDMS)</h4> <p>Successful go-live in DMR North Central, Cork City, Kerry, Limerick and DMR South</p>	 <h4>Internal Communications</h4> <p>An Garda Síochána won first prize for 'Best essential worker communications' at the Irish CovidComms Awards</p>	 <h4>Schengen</h4> <p>The Schengen Information System (SIS) went live in March 2021. By December 2021, there had been 110 arrests under SIS Article 26 and 88 arrests under European Arrest Warrants, double the amount in the same period in 2020</p>
 <h4>Mobility</h4> <p>Over 2,500 mobile devices were deployed in 2021 and over 163,000 mobile FCNs were issued using the devices and app</p>	 <h4>Human Rights</h4> <p>The Policing and Human Rights Law in Ireland course was developed in conjunction with the University of Limerick and over 1,000 champions were appointed and trained</p>	 <h4>Health and Wellbeing</h4> <p>The Health and Wellbeing Strategy was launched in May 2021. A wellbeing app (KOPS) launched in November 2021</p>	 <h4>Equality, Diversity and Integration</h4> <p>Online hate crime reporting facility launched in July 2021, with accessibility for 19 languages</p>



## THE OPERATING MODEL

### Key Updates on Operations/Activities for 2021

The Operating Model is transitioning An Garda Síochána from a geographically-based policing service to a functionally-based service at a divisional level, with Districts being replaced by four functional areas in each division (Crime, Community Engagement, Performance Assurance and Business Services).

The implementation of the Operating Model continued during 2021, despite the challenges that the Covid-19 pandemic presented. Over 1,000 Garda personnel were involved in the design and implementation of the Operating Model across each division, regional offices and national sections.

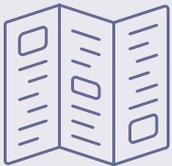
The phased transition from 28 to 19 Divisions continued during 2021. Sixteen of the 19 divisions began implementing the Business Services Functional Area and five divisions successfully implemented all elements of Business Services (Galway, Cork City, Kerry, Limerick and Mayo/Roscommon/Longford) – a significant milestone for the project. This will reduce the number of administrative processes completed by Garda management and Gardaí, allowing them to focus on their operational and community duties.

Another key feature of the Operating Model is the standardisation of processes across the organisation to reduce the amount of time that all personnel spend completing time-intensive and manual processes. In 2021, over 600 Garda Personnel were involved in documenting and standardising over 800 divisional and regional processes. Each process was documented through workshops, in consultation with divisional and national subject matter experts and signed off by Assistant Commissioners or Executive Directors (policy owners). The documentation of these processes will support the consistency of services across An Garda Síochána.

Also during 2021, the Operating Model Team continued to work on the design of various national sections, including Organised and Serious Crime, Garda National Roads Policing and Community Engagement, Governance and Accountability, Corporate Services, and the Strategic Transformation Office.

A significant milestone for this overall project was the publication in March 2021 of the General Scheme of the Criminal Justice (Garda Síochána Operating Model) Bill. This Bill will remove references to “District” from the statute book, thus removing any legislative impediments to the rollout of the Operating Model. An Garda Síochána collaborated with colleagues in the Department of Justice on the preparatory work for the Bill.

## GARDA ETHICS AND CULTURE BUREAU (GECB)

	<p><b>Code of Ethics eLearning</b></p>	<p>Due to the postponement of Code of Ethics workshops because of Covid-19, a Code of Ethics eLearning module was delivered in Q1 2021.</p>
	<p><b>Garda Decision-Making Model (GDMM) eLearning</b></p>	<p>GECB created an eLearning module on LMS for the GDMM. This module was a priority training area and was mandatory for all personnel. By December 2021, the completion rate of this course was over 90%.</p>
	<p><b>Code of Ethics</b></p>	<p>By year-end, 96% of An Garda Síochána personnel had signed the Code of Ethics Declaration, affirming their commitment to adhere to the Code's standards.</p>
	<p><b>Culture Audit</b></p>	<p>In March 2021, Durham University was selected as a vendor for the culture audit and in October 2021 the contract was signed. A Culture Audit Steering Group was established and the Culture Audit survey was issued to personnel in Q1 2022, to gather feedback to bring about more positive changes in the organisation.</p>
	<p><b>Staff Cultural Engagement Initiatives (SCEI)</b></p>	<p>Several communications were issued to personnel about these initiatives throughout 2021. For instance, an SCEI infographic was published, as well as a best practice article from the Sligo/Leitrim Division, in the internal e-zine Newsbeat.</p>
	<p><b>Newsbeat Articles</b></p>	<p>GECB has contributed numerous articles to Newsbeat throughout 2021, including nine articles on the Code of Ethics in action, published during June, July and August 2021. These articles included interviews with Gardaí and Garda Staff.</p>
	<p><b>Screensavers</b></p>	<p>Screensavers on all computers across the organisation displaying each of the nine standards in the Code of Ethics launched in October 2021, starting with 'Duty to uphold the law'. These will run for nine months.</p>
	<p><b>Marketing Materials</b></p>	<p>35,000 GECB pens displaying the slogan 'Doing the right thing for the right reason' were distributed nationwide in June 2021.</p>

## POLICING AUTHORITY LIAISON OFFICE (PALO)

PALO coordinated the provision of information and documentation to the Policing Authority in preparation for meetings with the Commissioner, the Garda Senior Leadership Team and various sections of An Garda Síochána. The office also coordinated the development and publication of the Commissioner's Monthly Report to the Policing Authority.

Throughout the year, PALO facilitated eight meetings of the Policing Authority's Policing Strategy and Performance Committee and five meetings of its Garda Organisation Development Committee. The office also coordinated 11 Policing Authority meetings with the Commissioner, of which, seven were live-streamed to the public because of the Covid-19 restrictions.

Over the year, PALO arranged approximately 70 further meetings between the Policing Authority and various specialist sections across An Garda Síochána. In addition, PALO processed approximately 70 requests on the Garda Actions Register from the Policing Authority, involving the provision of documentation/information, such as Garda policies, strategies and organisational initiatives.

## SYSTEM OF INTERNAL CONTROLS IN AN GARDA SÍOCHÁNA

An Garda Síochána maintains and operates an effective system of internal control. This responsibility takes account of the requirements of the relevant provisions of the Code of Practice for the Governance of State Bodies.

### Review of Effectiveness

There has been a review of the effectiveness of the system of internal control, and this work has engaged the senior management within An Garda Síochána responsible for the development and maintenance of our internal controls.

In this context, An Garda Síochána is engaged in an in-depth review of our system of internal control, arising from revised derogations from/adaptations of the Code requirements for the Garda organisation, agreed with the Department of Justice.

Any system of internal control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the system of internal control within An Garda Síochána is a continuous evolving process and the system and its effectiveness are kept under ongoing review.

### Financial Control Environment

A control environment containing the following elements is in place:

- **Financial responsibilities** have been assigned at management level with corresponding accountability.
- **Reporting arrangements** have been established at all levels where responsibility for financial management has been assigned.
- **Formal procedures** have been established for reporting significant control failures and ensuring appropriate corrective action.
- There is an **Audit and Risk Committee** to advise the Commissioner in discharging responsibilities for the internal financial control system.

### Procurement

An Garda Síochána has procedures in place to ensure compliance with current procurement rules and guidelines, and that during the year, An Garda Síochána complied with these guidelines, with the exception of 47 instances (in excess of €25,000) totaling €15,037,437 (ex VAT), as set out below:

- **32 contracts to a value of €9,569,716** were extended beyond the original contract date without competitive procurement. Steps have been taken with the objective of putting competitive contracts in place for these services.
- **Six contracts to a value of €3,269,519** in respect of medical services were rolled over and paid in accordance with the Department of Public Expenditure and Reform sanctioned rates for professional services.

- In the other **nine cases, with a value of €2,198,202**, purchase was without competitive procurement.

An Garda Síochána has provided details of 38 instances of non-competitive procurement in the annual return of Circular 40/2002 to the Comptroller and Auditor General, and the Department of Public Expenditure and Reform.

## **Administrative Controls and Management Reporting**

A framework of administrative procedures and regular management reporting is in place including segregation of duties and a system of delegation and accountability, in particular that:

- There is an **appropriate budgeting system** with an annual budget, which is kept under review by senior management.
- There are **monthly reviews by senior management**, periodic and annual financial reports which indicate financial performance against forecasts.
- A **risk management system** and Corporate Risk Register operates within An Garda Síochána.
- There are systems aimed at ensuring the **security of the ICT systems**.
- There are **appropriate capital investment control guidelines** and formal management disciplines in operation.

## **Internal Audit and Audit and Risk Committee**

An Garda Síochána has an internal audit function, Garda Internal Audit Service (GIAS), which operates in accordance with an approved written charter with appropriately trained personnel. GIAS has a legislative basis under the Garda Síochána Act, 2005.

GIAS advises the Commissioner in relation to the financial and property controls in place within the Garda organisation. It does this by undertaking thematic audits encompassing issues across the organisation, conducting periodic and systematic audits based on audit procedures, as well as undertaking value-for-money type reviews within An Garda Síochána on behalf of the Commissioner.

GIAS's work is informed by analysis of the financial risks to which An Garda Síochána is exposed and its annual internal audit plans, approved by the Commissioner, are based on this analysis. These plans aim to cover the key controls on a rolling basis over a reasonable period. The internal audit function is reviewed periodically by the Commissioner and the Audit and Risk Committee, with procedures in place to ensure that the reports of the internal audit function are followed up.

The Audit and Risk Committee was established under the Garda Síochána Act, 2005, to independently and objectively oversee the system of the internal control in An Garda Síochána, and to evaluate the related risk management arrangements in place.

As part of ongoing systematic reviews of the control environment and governance procedures within An Garda Síochána, the role of the Committee includes overseeing and advising on matters relating to the operation and development of the internal audit function, and reporting to the Commissioner in relation to the operation and development of that function. The Committee meets quarterly and prepares an annual report in accordance with its obligations under the Garda Síochána Act, 2005, as amended by the Garda Síochána (Policing Authority Miscellaneous Provisions) Act, 2015.

## **Risk and Control Environment**

An Garda Síochána has a formal risk management process which provides a structured approach to risk management, with an emphasis on governance, accountability and transparency.

A Risk Champion Network is in place across the Garda organisation to assist with the implementation, coordination, management and support of the risk management function.

The Garda Risk Management Unit (GRMU) oversees An Garda Síochána risk management function and Risk Champion Network. GRMU provides organisation-wide support in terms of communications, training, advice and guidance to all risk managers within An Garda Síochána, with the objective of embedding risk management firmly within the organisation's culture.

GRMU provides administrative support to the Chief Risk Officer and the Risk and Policy Governance Board, and advises them with respect to new and emerging corporate risks. GRMU has an important role in ensuring organisation-wide compliance with risk management policy by way of audit and quality assurance.

The Risk and Policy Governance Board is chaired by Deputy Commissioner Strategy, Governance and Performance, who has been delegated by the Commissioner as the Chief Risk Officer for An Garda Síochána.

The Board is a collective advisory group of key senior managers who oversee and provide strategic direction with respect to risk management and the management of policy in An Garda Síochána. It has responsibility for ensuring that corporate risks are managed and mitigated effectively to enable An Garda Síochána to achieve organisational objectives as outlined in strategy statements and policing plans.

## Department of Public Expenditure and Reform (DPER) Public Spending Code

An Garda Síochána is currently progressing the 2021 Quality Assurance Process.

### Financial Internal Control Issues

Any weaknesses in the financial internal controls identified in relation to 2021 that require disclosure are set out in the Appropriation Account.

## FINANCE

### Financial Management

An Garda Síochána is financed through the annual estimates process whereby Dáil Éireann approves estimates of receipts and expenditure each year, and gives statutory effect to the estimates in an annual Appropriation Act. As Accounting Officer, the Garda Commissioner is responsible for An Garda Síochána Annual Appropriation Account, which provides details of the outturn for the year against the amount provided by Dáil Éireann, based on the cash amounts of payments and receipts. The prior-year outturn is also shown for comparison purposes.

The annual Appropriation Account is furnished to the Comptroller and Auditor General on or before 31 March each year, who on completion of their audit, presents the account, together with their certificate on the account, to Dáil Éireann and publishes same at <https://www.audit.gov.ie/en>.

The Commissioner signs a Statement of Internal Financial Control (SIFC), acknowledging his responsibility for ensuring that an effective system of internal financial control environment is maintained and operates within the Garda organisation. The SIFC addresses the internal control environment within An Garda Síochána with particular regard to the financial control environment, the framework of administration controls, management reporting and internal control, a statement of compliance with procurement guidelines, and confirmation that an Audit and Risk Committee and internal audit function are in place.

A budget process is in place to support the Commissioner in his responsibility for the proper management, efficient and effective use of public funds. The Finance Directorate monitors An Garda Síochána spend against budgets and provides monthly reports to the Commissioner, Senior Leadership Team and other relevant parties on spend and any associated variances.

In addition, a monthly report of expenditure against profiled budget is submitted to the Department of Public Expenditure and Reform as part of the budgetary monitoring process.

## Financial Highlights 2021

Expenditure & Income	2021 Provisional €'000	2020 Outturn €'000
Pay (Including Superannuation)	1,650,854	1,597,970
Non-Pay	218,915	215,098
Total Current Expenditure	1,869,769	1,813,068
Capital Expenditure	131,112	114,746
<b>Gross Expenditure</b>	<b>2,000,881</b>	<b>1,927,814</b>
Appropriation in Aid (Receipts)	122,332	117,237
<b>Net Expenditure</b>	<b>1,878,549</b>	<b>1,810,577</b>

Figures in the table above are inclusive of the Garda College

## Extract from Appropriation Account

EXPENDITURE AND INCOME	2021	2020
	€'000	€'000
	Provisional Figures *	
<b>Expenditure:</b>		
Salaries and wages	1,252,316	1,225,552
Travel and subsistence	14,835	17,490
Training and development and incidental expenses	24,030	25,479
Postal and telecommunications services	55,192	46,664
Office equipment and external IT services	77,184	73,351
Maintenance of Garda premises	6,067	2,986
Consultancy services and value for money and policy reviews	666	602
Station services	27,380	25,888
Garda Reserve	109	105
Clothing and accessories	13,891	22,287
St. Paul's Garda Medical Aid Society	124	124
Transport	28,849	38,162
Communications and other equipment	28,814	31,047
Aircraft	3,597	2,073
Superannuation, etc.	377,620	354,711
Witnesses' expenses	2,132	1,824
Compensation	15,075	11,992
Witness security programme	400	300
Capital building programme	46,874	24,227
Garda College	25,726	22,950
Total Gross Expenditure	2,000,881	1,927,814
<b>Income (Appropriations-in-Aid)</b>		
Contributions to the Garda Síochána spouses' and children's pension scheme	12,491	12,628
Contributions to the Garda Síochána pension scheme	24,565	24,626
Miscellaneous receipts	20,770	15,762
Garda College receipts	341	190
Firearm fees	3,466	3,968
Safety cameras – certain receipts from fixed charges	14,624	14,593
Receipts from additional superannuation contributions on public service remuneration	46,076	45,470
<b>Total Income</b>	<b>122,333</b>	<b>117,237</b>
<b>Total Net Expenditure</b>	<b>1,878,548</b>	<b>1,810,577</b>

\*2021 are provisional unaudited figures and will be audited by the Comptroller and Auditor General.

Ongoing pilot project introducing electric and hybrid vehicles in the Garda fleet



## ENERGY MANAGEMENT

Multiple energy-saving initiatives were implemented across the organisation including:

- **Continued certification** to best practice ISO 50001:2018 standard.
- An ongoing pilot project of **electric and hybrid vehicles** in the Garda fleet.
- Introduction of **electric vehicle charge points** across several key nationwide locations.
- **Optimisation** of the building management system controls at the Garda College, Templemore.
- **LED lighting retrofit** projects in several Garda stations.
- Improved building fabric **insulation upgrades** under the SEAI Better Energy Communities scheme.
- Participation in the **OPW Optimising Power @ Work scheme** – a State-wide energy conservation campaign.
- Implementation of an **eLearning energy management programme** at the Garda College.

An Garda Síochána has reduced its total primary energy requirement (TPER) consumption by 89,936 MWh since 2009 – a reduction of 32.7%. A range of efficiency measures, including the implementation of ISO50001, has contributed to cumulative energy savings of €37 million and carbon emissions savings of 43.1% since 2009.

### TPER Savings



2009 vs 2021  
89,936 MWh

### Cost Reduction



2009 vs 2021  
€4,514,966

### CO<sub>2</sub> Savings



2009 vs 2021  
27,514 tCO<sub>2</sub>

## PROCUREMENT

In 2021, a total of:

- **36 tenders** (19 EU Journal and 17 eTenders) were published by An Garda Síochána.
- **35 contracts awarded** (21 EU Journal and 14 eTenders).
- **Six (6) contracts awarded following mini competitions** from the Office of Government Procurement (OGP) Framework Agreements.
- **Two (2) OGP contract activations** completed.

## ESTATE MANAGEMENT

In 2021, several projects were progressed as follows:

- The development of the new, **purpose-built Garda Security and Crime Operations Centre** (GSCOC) at Military Road, Kilmainham, Dublin, is well underway. Works are proceeding as per the contract with an expected completion date in late September 2022.
- Several ancillary projects related to the decant from Harcourt Square by year-end 2022 also progressed during the year, including:
  - The development of a **new Command and Control Centre** (NTCC) located at Heuston Station. This has an expected completion date of Q2 2022.
  - The full **relocation of the ICT Data Centre** from Garda Headquarters to Finglas Garda Station began in 2021 and is due to be completed in Q2 2022.
  - The major **refurbishment of the Phoenix House facility** was completed and handed over to An Garda Síochána in December. Phoenix House will accommodate the relocation of ICT personnel from Garda Headquarters.
- The major **redevelopment of Fitzgibbon Street Garda Station**, DMR North Central Division, was completed in October and the building was re-occupied by Garda personnel.
- The final phase of the **major redevelopment of Athlone Garda Station** was completed in December.
- Completion and handover of the **new Garda immigration facility**, Dublin Port to An Garda Síochána was achieved in December 2021. This provides an enhanced Garda facility at Dublin Port.
- The **refurbishment of Roscommon Garda Station**, including the provision of enhanced custody facilities and additional office accommodation, was completed in October.
- A planning application for the major **redevelopment of Portlaoise Garda Station**, the Divisional Headquarters for the Kildare and Laois/Offaly Divisions, was granted in early 2021.
- The tender process was completed and a contract was awarded for the development of a new **Garda Station at Bailieboro**, Co. Cavan in November. Substantial works commenced in January 2022, with an approximate construction period of 90 weeks.
- **Dedicated and bespoke facilities for the Armed Support Unit in Cavan** were fully completed and handed over in January. This project also included an upgrade to the ground floor of Cavan Garda Station. Enhancements to the Dundalk Armed Support Unit were completed in November.
- The regionalisation of the cybercrime function progressed in 2021, with the completion of the **new facility at Anglesea Street**, Cork in June, to allow for an enhanced cybercrime capability in the Southern Region.
- A programme of **security measures to enhance the safety of all Garda personnel on site** was completed at Drogheda Garda Station in November.
- The major **refurbishment of Block N, Garda Headquarters** commenced in 2021, which will provide enhanced accommodation for the Garda Anti-Corruption Unit. Completion is expected in Q2 2022.
- The completion of **three cell refurbishment projects** throughout 2021 in Sligo, Youghal and Roscommon as part of the National Cell Refurbishment Programme, in partnership with the OPW.

## FLEET MANAGEMENT

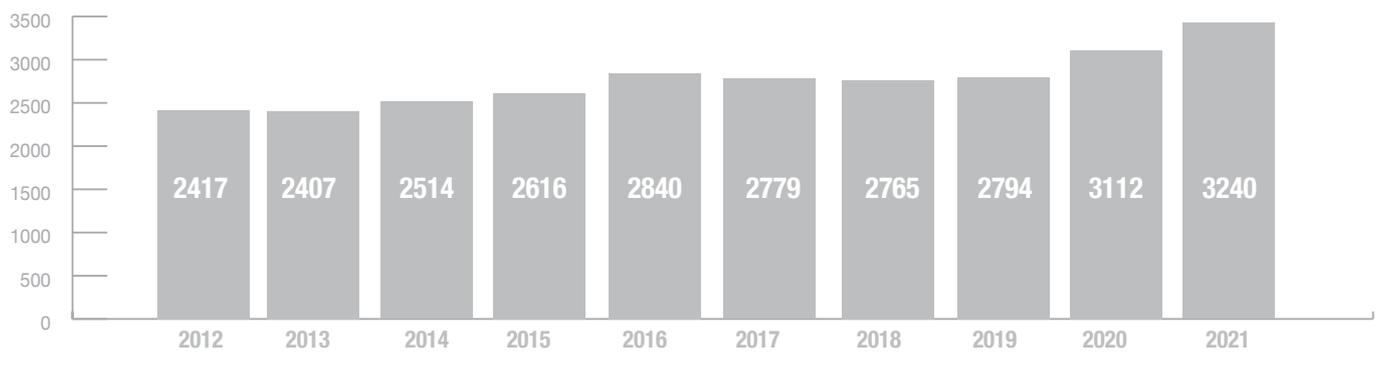
By the end of 2021, 369 vehicles had been allocated nationwide, bringing the fleet to 3,240.

Net increase for 2021 was 128 vehicles.

	Cars	Vans	Motorcycles	4x4's	other	Total
Vehicles Allocated 2021	303	46	1	18	1	369
Vehicle Decommissioned 2021	200	36	0	5	0	241
Garda Fleet as at 31/12/2021	2451	506	128	101	54	3240

Fleet Strength 2012-2021 +34%

## FLEET SIZE



## GARDA PROFESSIONAL STANDARDS UNIT (GPSU)

During 2021, GPSU conducted examinations to review compliance with policy, procedure and policy performance, to promote the highest standards of practice in An Garda Síochána and to identify measures to improve performance.

GPSU revised its examination approach to help improve sampling criteria, controls and recommendations in respect of:

- The examination of selected policy areas.
- The monthly examination of the cancellation of FCNs to ensure compliance with policy.
- The monthly examination of PULSE 'Items of Interest' searches.

GPSU oversees compliance by Chief Superintendent, Principal Officers, Superintendents, Assistant Principals to conduct inspections and reviews in their division or national section every quarter. GPSU enhanced this function by upgrading the IT recording system to include new divisions established under the Operating Model and more recently, by creating sections at the national or HQ level. The GPSU Inspections Team also worked with Chief Superintendent, Principal Officers, Superintendents, Assistant Principals to deliver briefings and provide support, to increase compliance rates and improve quality.

In 2021, GPSU also worked with consultants to progress the development of the role, functions and responsibilities of the governance and accountability portfolio.

## POLICY AND GOVERNANCE CO-ORDINATION UNIT (PGCU)

During 2021, PGCU worked with policy owners and writers to introduce 10 new policies or related HQ Directives for personnel including:

- A responding to hate crime policy and procedure
- Anti-corruption policies
- A Court Management/Court Presenters Policy
- The Schengen Information System (SIS) Policy and Procedure
- A uniform and dress code policy

In 2021, as part of the Human Rights Strategy 2020-2022, five priority policy areas that had been identified for review were significantly progressed through the development process and are all at various stages of advancement. These range from the final draft stage and external examination stage, to the human rights examination stage and policy owners view stage. They include:

- **Priority 1** – Use of Force
- **Priority 2** – Use of Garda Vehicles in Pursuit of Other Vehicles
- **Priority 3** – Victims of Crime Policy
- **Priority 4** – Arrest and Detention (Custody Management)
- **Priority 5** – Public Order including Protests

PGCU also issued guidance documents to policy owners and writers to assist in governance, oversight and compliance with policy. The policy Writers Guidance document also includes a glossary of terms and commonly used acronyms, as well as a grammar guide to ensure consistency with An Garda Síochána governance documents.



Garda Anti-Corruption Unit Launch

## INTERNAL AFFAIRS (IA)

In 2021, IA dealt with 2,377 discipline cases and complaints, resulting in a total of 45 new suspensions being effected. The total number of Gardaí under suspension by year end was 90.

A total of 139 new compensation files were opened in 2021 in respect of Gardaí maliciously injured while on duty. The High Court awarded compensation in 98 of these cases amounting to €5,821,567. Also, significant work was undertaken in respect of the proposed Garda Compensation Bill.

The Gearáin Office, which liaises with the Garda Síochána Ombudsman Commission (GSOC), also facilitated 736 requests for information/documentation from GSOC in 2021.

In addition, Internal Affairs publishes statistics every month concerning disciplinary investigations, complaints and compensation on [www.garda.ie](http://www.garda.ie). A large number of FOI and Parliamentary Questions were also answered in 2021.

### Local Intervention Initiative

Throughout 2021, An Garda Síochána and GSOC jointly engaged in the Local Intervention Initiative. The primary objective of this initiative is to ensure a swift and proportionate response to complainants on matters that are considered service level issues. Data received from GSOC in 2021 revealed:

<b>214 cases</b>	Of the cases that were returned to An Garda Síochána: 	<b>119 cases</b>	<b>2 cases</b>	<b>54 cases</b>	<b>39 cases</b>
GSOC referred 214 cases to An Garda Síochána for Local Intervention		were closed as resolved following the intervention process	were closed without intervention, typically where the complainant did not engage with the Local Intervention Inspector	were unsuccessful and were referred back to GSOC for a decision to be made as to the admissibility of the complaint	remained with An Garda Síochána Local Intervention Inspectors at year end

In summary, approximately 56% of cases forwarded to the Local Intervention Inspectors were resolved or closed, 24% were referred back to GSOC without intervention. This demonstrates the effectiveness of the initiative, and the collaboration between the Garda Síochána Ombudsman Commission and An Garda Síochána.

## GARDA ANTI-CORRUPTION UNIT (GACU)

The Garda Anti-Corruption Unit (GACU) was officially launched in June 2021. Central to its activities is the promotion of a culture of professional conduct, ethical behaviour and ‘doing the right thing for the right reason’.

A suite of Garda anti-corruption policies was published in 2021, including the overarching Anti-Corruption Policy and policies on Professional Boundaries and Abuse of Power for Sexual Gain, and Substance Misuse (Controlled Drugs). These policies proactively promote, strengthen and enhance a culture of integrity within An Garda Síochána, including an environment where personnel can feel confident to report ethical concerns. A suite of further related anti-corruption policies is under development. In addition, an investigation section has been established in GACU. This section undertook a number of investigations in 2021 and continues to expand its investigative capacity.

Also in 2021, a GACU blended-learning training programme that focuses on promoting professionalism and integrity, and creating awareness about the role of the Garda Anti-Corruption Unit, was developed with assistance from Deloitte Ireland and the Garda College. Several modules (rank/grade-specific) of the programme are on LMS and have been released to all Garda personnel. In addition, the integrity-building section of GACU completed briefings to senior Garda management in November 2021; the integrity-building section has responsibility for promoting ethical culture, conducting research, delivering training and providing organisational support.

In addition, two new ways to report internal corruption were initiated for personnel in 2021. An internal confidential telephone line and confidential internal online submission platform were established by the Garda Anti-Corruption Unit, to contribute to an enhanced working environment where personnel can raise concerns of wrongdoing.

## Two New Ways To Report Internal Corruption were initiated for personnel in 2021

Confidential Internal Telephone Line



Confidential Internal Submission Platform



Throughout 2021, GACU continued to work with both internal and external stakeholders towards the implementation of recommendations made by the Garda Inspectorate Report – ‘Countering the Threat of Internal Corruption’ within An Garda Síochána. GACU also met with representatives from the Group of States against Corruption (GRECO) during their 5th round evaluation visit to Ireland in 2021. There is also an ongoing communications plan in place to support the training programme and increase overall anti-corruption awareness across the entire organisation.

## HUMAN RESOURCES AND PEOPLE DEVELOPMENT (HRPD)

### Garda College

#### Foundation Training

The Trainee/Probationer Training Programme is usually delivered over 104 weeks leading to a BA in Applied Policing. Owing to Covid-19, a revised delivery method was designed with an online, residential and experiential process.

The Garda College remained open throughout the level 5 lockdown measures in place for Q1 2021. Although training was suspended through January, February and most of March, the Garda College hosted three attestations for the following Gardaí intakes and Reserve Gardaí:

**19/01/2021:** Intake 202 – 69 Gardaí (2 from intake 201)/69 Reserve Gardaí

**19/02/2021:** Intake 202 – 4 Gardaí /2 Reserve Gardaí

**26/03/2021:** Intake 203 – 71 Gardaí/1 Reserve Garda

**23/04/2021:** Intake 203 – 2 Gardaí.

Training in the Garda College recommenced on 22 of March 2021, with the final 97 student Gardaí on temporary operational transfer returning to the Garda College to prepare for the returning intakes 201-203.

Through the continued efforts of the personnel attached to foundation training, 386 additional Garda Trainees were recruited over the four intakes in May, July, September and November 2021. The Foundation Training Programme /BA in Applied Policing intake numbers and status during 2021 is set out in the table below.

Garda Trainee Summary									Commenced Training 2021	Total Attested 2021
Intake Number	193	201	202	203	211	212	213	214		
Number of Class Participants	196	127	73	73	149	76	114	47		
Phase 1 Start Date	25/11/19	10/02/20	25/05/20	22/06/20	24/05/21	19/07/21	20/09/21	15/11/21	386	146
Phase 1 End Date	02/07/21 & 10/09/21	23/04/21	11/06/21	06/08/21	14/01/22	11/03/22	13/05/22	08/07/22		
Date of Attestation	20/03/20	20/03/20	19/01/21	26/03/21	14/01/22	11/03/22	13/05/22	08/07/22		

In addition:

- **386** student Gardaí enrolled on **Phase I** of their training in 2021.
- **146** Gardaí were attested in January and March 2021.
- **10** attested Gardaí underwent **Phase I**.
- **862** attested Gardaí underwent **Phase II and Phase III** of the programme.
- 931 Probationer Gardaí are in the system at year end.
- 2,170 Gardaí have been conferred with the BA to date.

Following three weeks online, the trainees attended the Garda College for classroom-based practical instruction. The completion of Stage 1 of Phase I provides Trainee Gardaí with an awareness of policing before their allocation to their training station for Stage 2. The same training format was followed for each intake. Throughout the year precautions were taken where intakes/classes reverted from residential to online to minimise the effects and transmission of Covid-19.

Work continued in the Probationer Training Performance and Development Office to confirm appointments for Probationer Gardaí who had completed their training and probationary period. In 2021, Probationer Gardaí from intakes 183 and 184 were confirmed in their appointment except for those who required a probation extension, where training had not been completed or there were performance or behavioural issues identified.

Intake 211, a group of 150, commenced foundation online training in May 2021.

The Garda College revised a number of its courses over 2020-2021 with many now having a blended learning delivery approach. The Garda College has a diverse portfolio and provides training in support of the operational demands of the organisation.

For example:

- In February 2021, members from safety skills and firearms training returned from operational policing to facilitate the second ERU pre-selection course. This saw another 20 candidates put through their paces in the Wicklow Mountains. This is the first ERU competition since 2017 whereby 160 members went for fitness tests, leading to interviews and then the top 40 candidates were invited for two pre-selection courses. The first pre-selection course was held in November 2020; an initial 39 candidates were selected and reduced down to 23 members being sent forward for the 14-week pre-deployment training course. **19 candidates made it through all stages and were the first group transferred into ERU.**
- Air Support held a competition for Sergeants involving a pre-selection course of 10 days in duration. **Four Sergeants completed the course and two were transferred to the Garda Air Support Unit.**
- The Garda College is a recognised institute to provide accredited first aid training on behalf of the Pre-Hospital Emergency Care Council of Ireland (PHECC). In order to provide training to the Armed Response Units at Emergency First Responder (EFR) level, it was necessary to train members to Emergency Medical Technician (EMT) level. **12 members successfully completed training over eight months at the Garda College.** They are now completing their qualifications as EFR instructors.
- **The Firearms Training Unit was increased in size from 11 to 28 in 2020.** With its increased capability, the unit was in a position to commence the rollout of tactical training to all armed Gardaí, aside from Armed Support Units (ASU) and the Emergency Response Unit (ERU). This need was highlighted with the tragic death of Detective Garda Colm Horkan. The Firearms and Tactical Awareness Course was piloted in July 2021 with very positive feedback. This training continues to be provided in parallel with ASU pre-deployment training. The Firearms Training Unit was further tasked with issuing new King Cobra EVO5 holsters to armed Gardaí after providing a briefing and instruction in their use.
- **The Firearms Training Unit set up a portal page to assist armed Gardaí,** providing guidance, legislation and best practice. In addition, a training module was created on Garda LMS that must be undertaken by all armed Gardaí before they can be issued with their 2022 firearms authorisation card. This refreshes Gardaí on the policy, the procedures and best practice in human rights, use of force and relevant HQ Directives.
- Three Senior Investigating Officer (SIO) courses were provided at the Garda College, with a total of **55 new SIOs** being provided to investigate serious crimes. The third course was aimed at the newly appointed Protective Services Inspectors throughout the organisation.

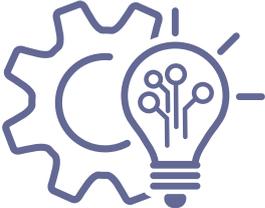
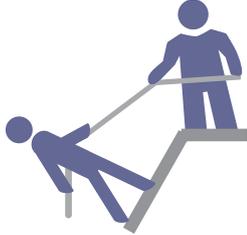
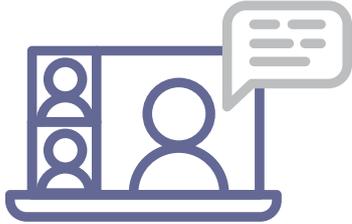
# CROSS-ORGANISATION SERVICES

Crime, Specialist and Operational Skills Training 2021		Numbers Trained
	<b>Firearms Training Unit (FTU)</b>	<b>10,444</b>
	<b>Driver Training Unit (DTU)</b>	<b>1,263</b>
	<b>Safety Skills - Public Order</b>	<b>933</b>
	<b>Safety Skills Training (SST)</b>	<b>1,140</b>
	<b>Crime Management Training (CMT)</b>	<b>248</b>
	<b>Specialist and Investigative Interviewing Training (IIT)</b>	<b>130</b>
<b>Total</b>		<b>14,158</b>



Garda Human Resources Personnel

## Leadership, Management and Professional Development

 <p>All development programmes now have an <b>eLearning component</b>. There were over 100,000 eLearning sessions undertaken in 2021</p>	 <p><b>Front of house training</b> was launched with 46 Garda Staff having completed this training</p>	 <p>The <b>Induction Training programme</b> was launched; this is mandatory for all new Garda Staff. 367 had completed this training by the end of December 2021</p>
 <p><b>Higher Executive Officer Development Programme</b> designed and developed</p>	 <p><b>Divisional team coaching</b> delivery is finalised and to take place in 2022</p>	 <p>Superintendents (93) and Assistant Principals (99) participated in the <b>Mentoring Programme</b></p>
 <p><b>National Training Approach document</b> developed and approved for rollout</p>	 <p>Design and development are underway for an <b>electronic Performance Management and Development System (ePMDS)</b></p>	 <p>Over <b>100,000 eLearning sessions</b> undertaken in 2021</p>

LMPD Training 2021	Numbers Trained
Leadership Management & Development (LMD)	1,867
Continuous Professional Development (eLearning)	103,594
Information Technology Training Section (CIT)	31
Garda Staff Development (GSD)	413
International Training & Academic Coordination (ITAC)	984
<b>Total</b>	<b>106,889</b>

## Types of eLearning training provided in 2021

Course Name	Course duration	Target Audience	Returns 2021
Active Mobility Training	30 mins	Designated Operational Gardaí & Garda Staff (6,271)	5,890
Domestic Abuse Training	9 modules (5hrs)	Operational Gardaí & Designated Garda Staff	11,642
Domestic Abuse Risk Evaluation Training	Modules (13&14) 1 hour	North Western Region (2,868)	2,363
Domestic Abuse Risk Evaluation Training	Modules (13&14) 1 hour	Southern Region (3,124)	2,656
Garda Decision Making Model	20 mins	All Organisation	15,910
Restricted Intelligence Creation on Persons System	20 mins	Operational Gardaí & Designated Garda Staff	12,416

# CROSS-ORGANISATION SERVICES

Schengen Information System (SIS II) **	9 Modules (5hrs)	Operational Gardaí & Designated Garda Staff	15,981
Use of Force	1 hour	Sgts/Insp/Supps/GISC Staff ONLY	2,497
Anti-Corruption	1 hour	All Organisation	8,050
Domestic Violence Orders (PULSE)	10 minutes	Gardaí and Specialist Sections	7,558
Anti-Spilt Guard	15 minutes	All Gardaí	7,800
Domestic Abuse Evaluation Tool	1 hour	North Western & Southern Regions	5,108
<b>Total eLearning Courses Completed</b>			<b>97,871</b>
Retirement Planning Course Views	18 sessions	Gardaí	6,300
	12 sessions	Garda Staff	854
Total Retirement Planning Programme Views (Commenced July)			7,154

The suspension of training during Q1 due to Covid-19 had a significant impact on training in 2021.

2021		
School	Section	Extraction Days
<b>Foundation Training</b>	Foundation Training (Trainees)	37,625
	Probationer Training	9,650
FTD Total		<b>47,275</b>
<b>Crime Specialist &amp; Operational Skills Training</b>	Crime Training	2,407
	Driver Training (incl. Driver Training HQ)	2,877
	Firearms Training (incl. Firearms HQ & Galway)	13,469
	Investigative Interviewing	184
	Safety Skills Training	6,561
CMT Total		<b>25,498</b>
<b>Leadership Management &amp; Professional Development</b>	Continuous Professional Development	1,665
	Computer Information Technology	140
	Garda Staff Development	129
	Learning Management System	21,858
	Leadership Management Development	4,219
LMPD Total		<b>28,011</b>
<b>Grand Total</b>		<b>100,784</b>

## Workforce Modernisation

2021 was another challenging year for the Workforce Modernisation initiative as the priority of dealing with the Covid-19 pandemic necessitated the focus of the organisation to remain on keeping people safe during this unprecedented time. However, engagement with Divisional Officers continued with a view to identifying further roles for Garda Staff within the organisation, where value could be delivered in terms of freeing Gardaí from roles and functions not requiring their Garda powers, experience or expertise, thus contributing to the availability and visibility of Gardaí to the public.

Despite the challenging environment in which An Garda Síochána operated during 2021, some 98 Garda posts were reassigned to Garda Staff during the year and a further 288 posts were identified and approved for recruitment to progress. These included posts, identified in consultation with Divisional Officers, in front-facing functions in Garda stations throughout the country. This is a very significant contribution to increasing Garda visibility and facilitating members returning to frontline policing duty.



## 844

The total reassignments delivered up to the end of 2021 since the Workforce Modernisation commenced - No full stop needed



The establishment of the National Performance Management Office in 2021 for the first time provides dedicated resources to oversee, monitor and drive performance management within the organisation.

Consequently, the performance management agenda continued to be a focus during the year. The system in place for performance managing Gardaí, the Performance and Learning Framework, continued to be embedded, with awareness-raising initiatives and data quality improvements resulting in a participation rate at the end of November of 89.3%. This is a significant improvement in 12 months and the next steps will include, reviewing and updating the policy as necessary and making the process more meaningful for all Gardaí in terms of development and career progression.

In addition, work progressed on the development of the IT system to support the performance management for Garda Staff – the civil service-wide Performance Management and Development System. It is anticipated that the testing of the system will take place during Q1 2022, with the phased rollout to follow. During the year, work progressed on the communications and training materials required to launch the system.

### **Sergeant and Inspector Promotion Processes**

The new Garda Síochána (Appointment to the Ranks of Inspector and Sergeant) Regulations were introduced by the Minister for Justice in July 2021. This allowed An Garda Síochána to make significant progress in transferring the Sergeant and Inspector promotion processes to the Public Appointments Service (PAS) for the first time. Promotion competitions were advertised by PAS for both the Sergeant and Inspector roles in 2021. A streamlined, online application form and bespoke online psychometric tests were developed for both roles, and both competitions are well progressed.

### **Employee Relations Bureau**

#### **Industrial Relations**

Following the 2016 Labour Court recommendations and the subsequent enactment of the Industrial Relations (Amendment) Bill, 2019, members of An Garda Síochána have had access to the industrial relations machinery of the State since February 2020. A new dispute resolution procedure for Gardaí has also been effective since that date. The newly constituted Garda Conciliation Council also met several times during 2021.

To support the industrial relations process, the Garda Employee Relations Bureau appointed four Industrial Relations Officers (IROs) in 2020 and early 2021. Each IRO assists with the early resolution of industrial relations matters at a local and regional level.

Work has continued to ensure that these new processes and procedures are embedded across the organisation.

## Building Momentum

Building Momentum, the successor to the Public Service Stability Agreement, came into effect in October 2020. Both the Garda Representative Association (GRA) and Association of Garda Sergeants and Inspectors (AGSI) signed up to this agreement in 2021.

## Workforce Planning

Workforce Planning presents business cases for new and backfill posts to the Garda Executive every month, for both Gardaí and Garda Staff.

All new posts for Garda Staff approved by the Garda Executive also require approval from the Policing Authority, Department of Justice and Department of Public Expenditure and Reform. Twenty-one business cases were submitted to the Policing Authority in Q3 2021, comprising a total of 164 posts.

## Talent Acquisition

### Resource Management

A total of 497 Garda Staff were recruited and assigned to various administrative and technical roles, in line with the goal of A Policing Service For Our Future to release Gardaí in administrative roles to frontline policing duties in their local communities.

A further 318 vacancies were being processed at various stages of recruitment.

## Staff Competitions

In 2021, a total of 41 Garda Staff competitions were run.

### Open Competitions Completed in 2021

Seven open competitions ran in 2021. An Garda Síochána received a total of 322 applications for the below competitions; 41 of these were successful on panels and 11 have been appointed to date.

### Internal Promotion Competitions Completed 2021:

Many internal Garda Staff were successful throughout several competitions for promotion in 2021, a breakdown is outlined below.

<b>2021</b>	<b>1</b>	<b>1</b>	<b>38</b>	<b>14</b>	<b>63</b>	<b>117</b>
Internal Promotion	PO	AP	HEO	EO	CO with shift allowance	Total

## Garda Appointments

### Garda Trainee Recruitment Campaigns

#### Intakes

386 Garda Trainees entered the Garda College in 2021:

- **Intake 211** – 149 commenced in May 2021
- **Intake 212** – 76 commenced in July 2021
- **Intake 213** – 114 commenced in September 2021
- **Intake 214** – 47 commenced in November 2021.

#### Attestations

- A total of **146 Gardaí** were attested in 2021.

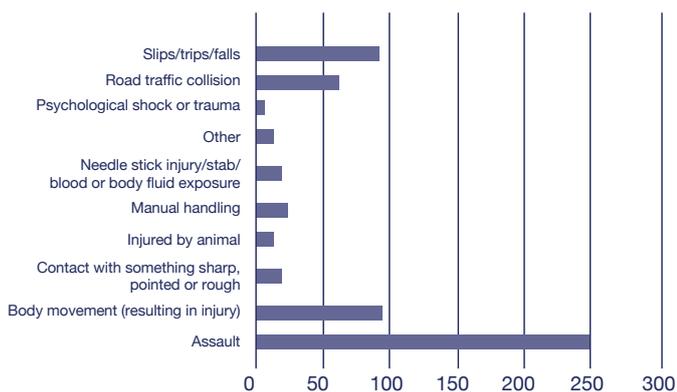
## HUMAN RESOURCES MANAGEMENT

### Occupational Incidents

Five hundred and eighty-four personnel were recorded as having suffered an occupational injury in 2021. This is a slight increase from 545 in 2020. The table below provides a breakdown of incidents recorded during 2021.

#### Garda National Health and Safety Policy Unit

### OCCUPATIONAL INCIDENTS RECORDED IN 2021



### Working Together to Create a Positive Working Environment (WTCPE) Policy

The following shows the number of complaints of bullying and harassment received during 2021 across An Garda Síochána, and the current status of those complaints:

- **Total number of complaints received** ..... **12**
- Number of those **complaints determined to be ‘bullying’** under the policy ..... **11**
- Number of those **complaints determined to be ‘harassment’** under the policy ..... **0**
- Number of those **complaints determined to be ‘sexual harassment’** under the policy ..... **0**
- Number of **complaints received and failed criteria** assessment for definitions of ‘bullying or harassment’ as defined under the ‘Working Together’ Policy ..... **1**
- Number of **complaints under the policy received**, subsequently withdrawn ..... **0**
- Number of **complaints where mediation was availed** of, in lieu of investigation ..... **\*2**  
*\*One mediation process failed to resolve the complaint; progressed to the formal stage of the process (i.e., an investigation).*
- Number of **complaints where an investigation was commenced** ..... **8**
- Number of **investigations completed which upheld** the complaint made under the policy..... **0**
- Number of **investigations completed that did not uphold** the complaint made under the policy ..... **2**
- Number of **investigations subject to appeal** under the policy ..... **0**
- Number of **investigations into complaints** under the policy ongoing at year end ..... **6**

## Overall current status of complaints being monitored under the policy including 2021

	Male & Female Combined	Male	Female
Mediation Stage	2	1	1
Investigation being Conducted	10	8	2
Appeal Review being Conducted	3	2	1
Complaint in Abeyance until Other Processes are Completed / Legal Advice Outstanding	5	3	2
Re-Investigation Recommended by Appeal Review and Commenced	4	1	3
<b>Totals</b>	<b>24</b>	<b>15</b>	<b>9</b>

Please note, the WTCPWE Unit received information of unreported complaints (four in total) of 'bullying' from 2020 that are currently under examination and determination by local management, to establish if they reach the criteria of 'bullying' and if the Gardaí involved are invoking the WTCPWE Policy. These are not included in the table above.

## Resource Allocation

### Allocation of Newly Promoted Personnel

Following competitions run by the Policing Authority, there was the promotion of one Deputy Commissioner and the appointment of another Deputy Commissioner from Toronto Police. In addition, there was the promotion of a Chief Superintendent to Assistant Commissioner.

There were seven Chief Superintendents and 15 Superintendents promotions and allocations notified in 2021.

Throughout 2021, a total of 1,724 Gardaí of all ranks were transferred or allocated on promotion.

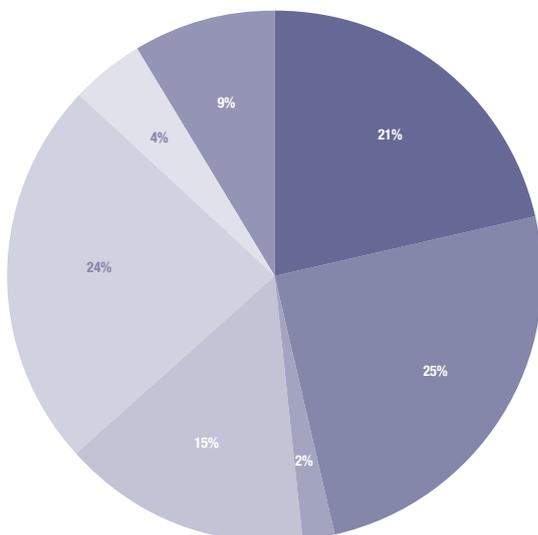
421 new transfer applications were received from all ranks in 2021.

## Employee Assistance Service

The service continued to provide support and assistance to all personnel and their families who may be experiencing both work and/or home difficulties.

Due to Covid-19 restrictions, there were no Peer Support or Mental Health First Aid Training programmes by EAS during 2021, however, there were several group interventions and presentations delivered and facilitated, as set out below:

### End of year Report 2021



Trainee Gardaí & Probationers Presentations (35) 25%

Group Self Care Zoom Conference Calls (3) 2%

Interventions after the death of Garda Personnel (21) 15%

Presentation Working, Specialised Units, Cad Rooms & Blue Button (33) 24%

Asist Workshops (6) 4%

Sergeant Promotion Presentations (12) 9%

Group Inreventions/Face to Face/CISM Interventions (30) 21%

HQ Directive 044/2020, issued in September 2020, initiated the implementation of the much needed psychological support services for all personnel attached to the Garda National Cyber Crime Bureau (GNCCB), the Garda National Protective Services Bureau (GNPSB), as well as all the Divisional Protective Services Units and specialist interviewers. The ultimate aim was to enhance the existing welfare supports available through the Employee Assistance Service and the Peer Support Network.

The Psychological Support Service ensures that all appropriate personnel have an opportunity to meet with a psychological supervisor twice annually. These mandatory sessions are provided by Inspire Wellbeing in conjunction with EAS.

In 2021, the programme commenced with the holding of 136 virtual Group Information Sessions (GIS) nationwide to familiarise all personnel involved with this new process. After the GIS, each individual was then allocated their psychological supervisor, with whom they would meet for their mandatory one-to-one sessions – the attendance breakdown is outlined below.

Group Information Sessions commenced in February 2021 with a total of 641 attendees nationwide.

One-to-one psychological supervisory support sessions commenced in May with a total of 758 sessions completed by year end 2021.

To date, the programme is proving both popular and beneficial to all concerned. This is evident in the high participation rate of 92% to date.

## HR Directorate (HRD)

HRD undertook a HR process review which concluded in 2021. The Garda Operating Model project is restructuring Garda Divisions and establishing a Business Services Unit, including HR responsibilities, into each of the 19 Divisions – radically changing how transactional HR is managed. Supported by the Strategic Transformation Office, HR Directorate management held workshops to identify improvements and ways to simplify and standardise the HR offering, and support stakeholders as below:

**Simplify** – enhanced and streamlined 50 internal processes, maximising internal resources and focusing on value-add aspects of HR work. The simplification of the processes has enabled better communication and collaboration between HRD, HR generally and the Divisions.

**Standardise** – forms and processes aligned to complement the broader HR function. Information for stakeholders is available on a specifically designed HR page on the Garda Portal.

**Support** – process simplification has assisted Business Services in its role to provide consistent information across all divisions. All Garda personnel have access to the new HRD portal page; information and contact details for all support functions can be easily identified. Also, a monthly meeting was established with divisional stakeholders, to address issues and provide up-to-date information on aspects of HR processes.

## Retirements of Gardaí during 2021

RANK	Commissioner	Deputy Commissioner	Assistant Commissioner	Chief Superintendent	Superintendent	Inspector	Sergeant	Garda	TOTAL
Voluntary	0	1	0	1	2	10	70	129	213
Compulsory	0	0	0	4	7	5	25	37	78
Cost Neutral Early Retirement	0	0	0	0	0	0	0	2	2
Total	0	1	0	5	9	15	95	168	293

## Retirements of Garda Staff during 2021

	Executive Director	Principal Officer	Assistant Principal	Higher Executive Officer	Executive Officer	Clerical Officer	Cleaner/Service Officer	Other	TOTAL
Voluntary	0	3	1	2	11	33	12	2	64
Compulsory	0	0	0	0	0	1	1	3	5
Cost Neutral Early Retirement	0	0	1	0	0	6	3	0	10
Total	0	3	2	2	11	40	16	5	79

## Garda Staff Discipline

The HR Directorate manages serious misconduct cases for Garda Staff in the organisation. In 2021, there were eight discipline cases for Garda Staff; four of those concluded in 2021, with four remaining open in 2022.

The total number of Garda Staff on suspension in 2021 was five.



## Gardaí and Garda Staff Sickness Absence Section

The tables below show a breakdown and comparison of the number of days lost for both Garda Staff and Gardaí during the years 2013-2021.

Gardaí and Garda Staff full-time equivalent (FTE) and average days lost are also shown for comparison purposes.

Sick Leave Statistics comparing 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020 & 2021									
Gardaí Only									
YEAR	2013	2014	2015	2016	2017	2018	2019	2020	2021
Full time equivalent (FTE) strength averaged across the year	13,243	12,927	12,805	12,855	13,281.50	13,843.50	14,236.25	14,491	14,402
Average no. of days lost per sworn member due to ordinary illness and injury on duty	17.91	13.62	12.32	12.76	13.30	14.70	14.60	12.94	14.19
% change year on year of average days lost per sworn member	6.54%	-23.95%	-9.54%	3.57%	4.23%	10.53%	-0.68%	-11.37%	9.66%
No. of days lost due to ordinary illness	198,975	139,937	112,999.50	113,865.50	122,242	139,895.50	145,365	127,100.50	132,543.50
% change year on year – ordinary illness	2%	-29.67%	-19.25%	0.77%	7.36%	14.44%	3.90%	-12.56%	4.28%
No. of days lost due to injury on duty	38,249	36,145	44,864.50	50,215	54,317.50	62,996.50	61,942	62,147.50	71,761
% change year on year – injury on duty	15%	-5.50%	24.12%	11.93%	8.17%	15.98%	-1.67%	0.33%	15.47%
<b>Total number of days recorded</b>	<b>237,224</b>	<b>176,082</b>	<b>157,864</b>	<b>164,080.50</b>	<b>176,559.50</b>	<b>202,892</b>	<b>207,307</b>	<b>189,248</b>	<b>204,304.50</b>
% change year on year – Total number of days recorded	4%	-25.77%	-10.35%	3.94%	7.61%	14.91%	2.18%	-8.71%	7.96%

The total number of sick days recorded on SAMS are the number of calendar days that staff are absent, and may include weekends and rest days.

*Sick Leave Statistics for 2013 as recorded on SAMS and reported @ 03.02.2014*

*Sick Leave Statistics for 2014 as recorded on SAMS and reported @ 04.02.2015*

*Sick Leave Statistics for 2015 as recorded on SAMS and reported @ 03.02.2016*

*Sick Leave Statistics for 2016 as recorded on SAMS and reported @ 01.02.2017*

*Sick Leave Statistics for 2017 as recorded on SAMS and reported @ 06.02.2018*

*Sick Leave Statistics for 2018 as recorded on SAMS and reported @ 05.02.2019*

*Sick Leave Statistics for 2019 as recorded on SAMS and reported @ 05.02.2020*

*Sick Leave Statistics for 2020 as recorded on SAMS and reported @ 05.02.2021*

*Sick Leave Statistics for 2021 as recorded on SAMS and reported @ 04.02.2022*

Sick Leave Statistics comparing 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020 & 2021									
Garda Staff Only									
YEAR	2013	2014	2015	2016	2017	2018	2019	2020	2021
FTE Garda Staff averaged across the year	2039.77	2042.36	2090.40	2071.66	2193.72	2361.64	2797	3096.71	3259.85
Average no. of days lost per Garda Staff due to illness	12.35	12.11	12.09	12.41	11.88	11.83	11	8.81	9.19
% Change year on year of average days lost per Garda Staff	N/A	-1.94%	-0.17%	2.65%	-4.27%	-0.42 %	-7.02%	-19.91%	4.31%
Total number of days recorded*	25,193	24,741	25,267	25,716	26,054	27,941	30760.42	27,286.71	29,957.20
% change year on year	N/A	-1.79%	2.13%	1.78%	1.31%	7.24%	10.10%	-11.29%	9.79%

\*The total number of days recorded on PeopleSoft (HRMS) shows the actual working days lost. The figures shown are for Garda Staff excluding part-time cleaners and service attendants. Weekends and adjustments for employees on work-sharing patterns are discounted.

*Sick Leave Statistics for 2013 as recorded on HRMS and reported @ 03.02.2014*

*Sick Leave Statistics for 2014 as recorded on HRMS and reported @ 04.02.2015*

*Sick Leave Statistics for 2015 as recorded on HRMS and reported @ 03.02.2016*

*Sick Leave Statistics for 2016 as recorded on HRMS and reported @ 01.02.2017*

*Sick Leave Statistics for 2017 as recorded on HRMS and reported @ 06.02.2018*

*Sick Leave Statistics for 2018 as recorded on HRMS and reported @ 05.02.2019*

*Sick Leave Statistics for 2019 as recorded on HRMS and reported @ 05.02.2020*

*Sick Leave Statistics for 2020 as recorded on HRMS and reported @ 05.02.2021*

*Sick Leave Statistics for 2021 as recorded on HRMS and reported @ 04.02.2022*

## Commentary Sick Absence 2021

Sick absence is broadly categorised as injury on duty (Gardaí only) and ordinary illness (Gardaí and Garda staff).

In 2021, there was an increase in ordinary illness sick absence for both Gardaí and Garda Staff.

Comparing 2021 to 2020, year-on-year ordinary illness days have increased for Gardaí by 4.28% and by 9.79% for Garda Staff. Injury on duty sick absence days also show an increase. Comparing 2021 to 2020, year-on-year injury on duty has increased significantly by 15.47%.

The Covid-19 effect contributes to the variances. When compared to 2019, pre-pandemic sick absence days for Gardaí show an 8.8% decrease for ordinary illness, a 15.9% increase for injury on duty and an overall 1.4% decrease, while Garda Staff sick absence shows a decrease of 2.61%.

## Instances of Sick Absences

- The number of instances of ordinary illness sick absence in 2021 for Gardaí was 14,438, which reflects a 10.86% increase from 13,024 in 2020.
- For Garda Staff, the number of instances was 3,670 in 2021, which shows an increase of 4.38% from 3,516 in 2020.
- Injury on duty sick absence instances for Gardaí was 581 in 2021, which shows an increase of 12.16% from 518 in 2020.

## The Number of Gardaí/Garda Staff Absent

Concerning the number of Gardaí/Garda Staff availing of sick absence, the figures show a similar trajectory to that of the sick absence instances.

- The number of Gardaí that availed of sick absence (ordinary illness) in 2021 was 6,710, which reflects a 5.4% increase from 6,365 in 2020.
- For Garda Staff, the number that availed of sick absence in 2021 was 1,743, which shows a marginal increase of 0.87% from 1,728 in 2020.
- The number of Gardaí that availed of injury on duty sick absence in 2021 was 308, which reflects a 36.89% decrease from 488 in 2020.

## Covid-19 Pandemic

The Department of Public Expenditure and Reform has issued guidance on the recording of absence as a result of the Covid-19 pandemic. Covid-19 related absence will not be recorded as sick absence, it will be recorded as special paid leave and applies in the following circumstances:

- Employees required to self-isolate.
- Employees under restricted movements, where no flexible working arrangement can be achieved.
- Employees required to cocoon, where working from home cannot be facilitated.

## LTR – Lost Time Rate – Gardai

Year	No. Of days Sick Absent	No. Of days Sick Absent adjusted 5/7	Whole Time Equivalent (WTE)	Standard Working Year	Standard Working Year * WTE	LTR	Commentary
2021	132,543.5	94,673.93	14,402.00	229	3,298,058.00	2.87%	The Lost Time Rate for 2018, as calculated by DPER, was 3.2%.
2020	127,100.5	90,786.07	14,628.00	229	3,349,812.00	2.71%	
2019	145,365	103,832.14	14,236.25	229	3,260,101.25	3.18%	

**Note 1** Sick absence for Gardai is recorded as the number of calendar days that they are absent and may include weekend or/and rest days. To estimate the working days lost, the number of sick absence days recorded is adjusted by a factor of 5/7.

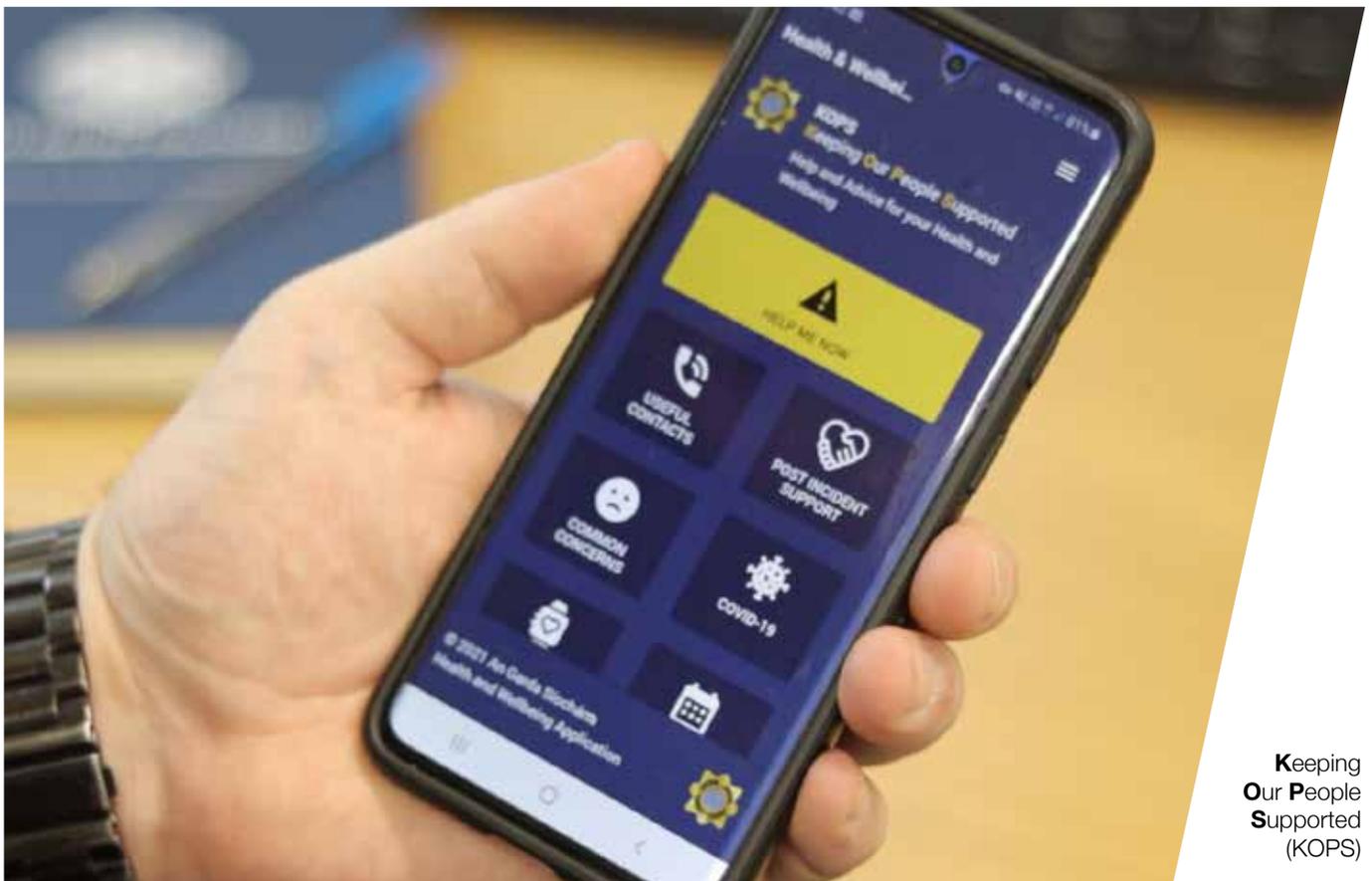
**Note 2** The LTR figure is calculated using only the ordinary illness sick absence.

**Note 3** Standard working year = 229 days (365 minus weekends, public holidays and 22 days annual leave).

**Note 4** Lost Time Rate:

$$\frac{\text{Days recorded sick absence} * 5/7}{\text{Standard working year} * \text{WTE}} * 100$$

**Note 5** Whole time equivalent does not factor in other leave types such as maternity, career break etc.



**Keeping  
Our People  
Supported  
(KOPS)**

## LTR – Lost Time Rate – Garda Staff

Year	No. Of days Sick Absent	Whole Time Equivalent (WTE)	Standard Working Year	Standard Working Year * WTE	LTR	Commentary
2021	29,957.20	3,259.85	229	746,505.65	4.01%	The Lost Time Rate for 2018, as calculated by DPER, was 5.2%.
2020	27,286.71	3,096.71	229	709,146.59	3.85%	
2019	30,760.42	2,797.00	229	640,513.00	4.80%	

**Note 1** For the Annual Report, Garda Staff figures are pulled from HRMS and the 5/7 formula has already been pre-applied.

**Note 2** Standard working year = 229 days (365 minus weekends, public holidays and 22 days annual leave).

**Note 3** Whole time equivalent does not factor in other leave types such as maternity, career break, etc.

## GARDA OCCUPATIONAL HEALTH AND WELLBEING (GOHW)

In 2021, GOHW delivered a range of supports and services to all Garda personnel. GOHW also provided advice and support at a corporate level to the organisation.

- In May 2021, An Garda Síochána launched its first ever Health and Wellbeing Strategy. The strategy was informed by input from a stakeholder forum that included representatives from the staff associations and unions. The newly established Garda National Wellbeing Office will lead the delivery of the strategy, and will work with partners inside and outside the organisation. The Health and Wellbeing Strategy has three key goals:
  - To identify, communicate and enhance existing services.
  - To promote health, wellbeing and workability across the organisation.
  - To develop partnerships with key stakeholders inside and outside An Garda Síochána, to build capacity and promote support and advice.

Within the Health and Wellbeing Action Plan 2021-2023, there are specific actions under each goal that reflect priorities identified by Garda personnel in the health needs assessment survey, which also informed the development of the strategy.

- In November 2021, a Garda Wellbeing App was launched. The user-friendly and helpful KOPS (Keeping Our People Supported) App ensures that information on key supports and services, both internal and external, are available on a 24/7 basis. It also contains useful information on a range of common concerns, such as depression and addiction, including signs and symptoms to look out for, and signposting to help and advice.
- GOHW created regular, dedicated occupational health and wellbeing content/features for Newsbeat (internal newsletter).
- Working with HR, GOHW further expanded psychological supervision for those in high-risk roles and specialist units.
- In collaboration with the Employee Assistance Service, GOHW delivered supportive interventions following tragic incidents.
- GOHW, in partnership with HR, launched an incentivised campaign to encourage all Garda personnel to avail of the flu vaccine.

## GARDA NATIONAL RESERVE SUPPORT UNIT

Throughout 2021 and the ongoing pandemic, Reserve Gardaí continued to volunteer their time to assist their full-time Garda colleagues across the organisation.

In 2021, 72 Reserve Gardaí were attested from class 191R. These members had, despite initial delays due to the public health measures, completed their training schedule and were attested in the Garda College. These new members have been allocated to Garda stations across 26 divisions.

# CROSS-ORGANISATION SERVICES



Also in 2021, 48 Certificates of Appreciation were issued to members of the Garda Reserve who successfully completed 10 years of service. This brings the total number of serving Reserve Gardaí, with 10 or more years of service to 254.

In October, the Garda Reserve Strategy 2021-2025 was published. The strategy was partially informed by an internal review, which identified some areas for development, including the structure, management and governance of the Garda Reserve.

The strategy will be implemented over a five-year timeframe and is based on commitments to six key objectives:

Recruit Reserve Gardaí	Oversight and Governance	Training and Development	Value Our People	The Role and Deployment of Reserve Gardaí	Evaluation

These strategic objectives will be delivered in an action plan, which will ensure An Garda Síochána delivers a policing service to the community we serve, promotes diversity within the organisation and makes the role of Reserve Garda a worthwhile commitment for the volunteers who give up their time to help make their communities safe.

## INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

ICT Operations provide 24/7/365 support to the organisation to ensure that infrastructure and application service availability is maintained for the entire Garda ICT environment, in line with enterprise standards, by managing the server, desktop, storage, and security environments for a user base of more than 18,000 Garda personnel, accessing over 170 services. In 2021, owing to the growing ICT estate, over 106,000 support tickets were logged across all ICT teams.

In 2021, ICT Operations saw a 30% increase in support tickets logged (13,348) and a total of 24,928 user provisioning updates – an increase of over 68% compared to 2020. Both figures are an indication of the rapidly expanding role of data and technology in policing.

In addition, ICT Operations supported and deployed the release of 51 major upgrades to applications and services in 2021, and carried out over 2,500 change and technical requests to infrastructure, services and data.

### Hardware Allocation 2021 vs. 2020

Allocation	2021	2020	Variance
Managed Desktops	460	860	-400
Managed Laptops	1,650	1,440	+210

Also in 2021, to support the continued Roster and Duty Management System (RDMS) rollout, 71 kiosk clients and 98 monitors were deployed, to support user access and RDMS planning offices across Kerry, Limerick and DMR South. The development of an RDMS smartphone app is expected to reduce the need for kiosks in 2022. A further 116 desktops were deployed to improve the immigration services available at various ports of entry to the State.

Throughout 2021, a major update was deployed to the Windows 10 ICT desktop and laptop estate. By the close of 2021, over 95% of the desktop estate had been updated remotely, with completion scheduled for early 2022.

## Additional ICT activities throughout 2021

Garda ICT continued the implementation of information-led and digital policing in line with organisational strategy, with over 50 significant development projects at any given time including the Electronic Content Management System (ECM), Investigation Management System (IMS), PULSE upgrades, upgrade to the AFIS fingerprint system and development of data lake technology, to support the analytics and investigation work of GSAS.

More than 2,500 additional active mobility devices were deployed to frontline members, bringing the total to over 4,600 deployed by the end of 2021; all Garda smartphones operate on a secure, centrally managed platform, allowing new applications to be deployed and all Garda smartphones act as fully connected computers in their own right.

A secure video conferencing solution was extended to all mobility users, eliminating travel time for briefings and facilitating real-time supervisor support.

Ireland connected to Schengen Information System (SIS II) in March 2021, and by the end of the year had more than 19,000 alerts stored.



168,787 Fixed Charge Notices (FCNs) were issued using the Garda FCN App. The FCN App was deployed to all Garda members on completion of online active mobility training. The FCN App was further enhanced to allow for submissions of non-drive offences and Covid-19 offences, while the emergency health legislation was in place.

Computer-Aided Dispatch (CAD2) entered development and involves a planned overhaul of the existing command and control ICT system to complement the regional control room strategy.

Garda ICT provided assistance and support to the Health Service Executive (HSE) following the major ransomware cyberattack in May 2021.

A new purpose Garda ICT headquarters was handed over to An Garda Síochána in November 2021.

Recruitment of in-house senior technology leaders continued during 2021, with seven of the nine senior management positions in place by the end of 2021.

## GARDA NATIONAL TECHNICAL BUREAU (GNTB)

### Management Support Office

The system of administration of the Garda National Technical Bureau (GNTB) is managed and coordinated by the Management Support Office.

The Management Support Office recorded 599 requests for the services of GNTB in 2021. Of these, 36 requests were for full teams comprising members from the Ballistics and Forensic Investigation Section, and Photographic and Mapping Sections to attend scenes of a serious nature, which included murders, suspicious deaths, technical examinations, exhumations and forensic excavations. These figures do not include the general case submissions to each of the expert sections via the Property Exhibit Management System (PEMS).

## Ballistics and Forensic Investigation Section

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### Forensic Firearms Report

In 2021, 760 firearms or suspected firearms were received at the Ballistics and Forensic Investigation Section for examination and classification under the legislation. This is largely in keeping with 2020 figures which stood at 777. Furthermore, 14,889 rounds of ammunition, and 131 discharged cartridge cases and bullets were submitted for examination and report.

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### Explosives and Improvised Explosive Devices (IEDs)

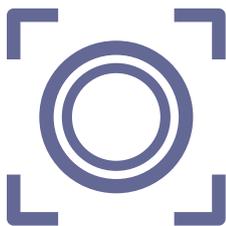
A total of 38 explosive-related cases were received at the Ballistics and Forensic Investigation Section in 2021.

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### Photographic Section

In 2021, the Photographic Section attended/assisted with 57 call outs to the scenes of serious crimes and associated investigations.

A total of 39 Evo-FIT (facial identification) interviews with victims/witnesses to a crime were completed.



The section printed approximately 162,000 individual photographic prints, which were used by investigation teams and for presentation during criminal trials.

Drone photography continued to be used at crime scenes as part of the ongoing evaluation process on their use by An Garda Síochána.

The section also provided a photography service to the Garda Press Office for 19 public relations events held during the year.

As part of the preparations for the upcoming centenary celebrations in 2022, the Photographic Section is taking part in two major projects. Firstly, it was tasked with completing photographic portraits for a book on women in An Garda Síochána.

The second project, in conjunction with the Centenary Committee, is to get the section's archive of photographs displayed on the Garda website. This will allow national and international access to over 10,000 historic photographs going back to the early 1900s.

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### Mapping Section

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

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## Web-based Mapping

### Web Geographic Information System (GIS)

The Mapping Section is involved in the preparation, production and supply of high-quality detailed maps, web maps, web applications and presentations for An Garda Síochána and other Government agencies.

### Maps on the Garda Portal

Digital maps are available on the Garda Portal and new features are constantly being developed and added to improve their effectiveness as a support for modern policing requirements. In 2021, Garda personnel submitted 499 requests for maps through the online application system.

The Mapping Section completed a total of 530 requests for services, which included attendance/assistance with 31 callouts to crime scenes and associated investigations. In the same period, mapping experts completed 128 requests for maps relating to administrative requirements and 371 requests for maps relating to criminal investigations.

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## National Forensic Coordination Office (NFCO)

NFCO continues to manage and monitor all donor biometrics namely, DNA, fingerprints, palm prints and donor photographs that were taken by Gardaí. The Biometric Tracking Application enables the management and monitoring of the destruction and retention requirements of all biometric data, as per the Criminal Justice (Forensic Evidence and DNA Database System) Act, 2014.

## Quality Management Office

In 2021, the Garda National Technical Bureau underwent several external audits by the accreditation bodies Irish National Accreditation Board (INAB) and ISOQAR. The audits resulted in the accreditations to both ISO9001:2015 and ISO 17025:2017 standards being re-certified and maintained.

## LEGAL DIRECTORATE

### Crime Legal

Chief Superintendent, Crime Legal is responsible for the provision of operational legal advice. The Human Rights Section, based within the Crime Legal function, is responsible for maintaining a sound legal foundation for human rights and also ensuring that all policies, procedures and operational orders are human rights compliant.

### Divisional Office Crime Legal

The Divisional Office provides a central point of contact for a wide range of justice partners from the Irish Prison Service, Parole Board, Mental Health Review Board, Departmental requests for information, Hague Convention requests, Maintenance Act enquiries and historical requests. In the past year, the section has also dealt with new individual requests, a breakdown of which can be seen below.

Requests from the Department of Justice	Mental Health (Criminal Law) Review Board	Transfer of Sentenced Person	Parole Board Requests	Maintenance Act Enquiries	Hague Convention Access Application	Requests for Historical Files	Total
76	16	27	129*	83	49	25	405

\*(55 completed as Parole Board was paused from May 2021 to December 2021)

### Legal Section

The Legal Section at Crime Legal has national responsibility for the provision of legal advice and guidance on operational matters to An Garda Síochána. Advice is provided to operational personnel on a myriad of issues ranging from legislative enforcement and guidance, together with policy development and information on decisions from the Superior Courts.

The Legal Section provides a service level point of contact for An Garda Síochána with the Office of the Director of Public Prosecutions and the Office of the Attorney General. This provides the organisation with a bilateral sharing of information and facilitates the early resolution of emerging issues.

The Legal Section dealt with over 1,100 distinct requests for legal advice, including more than 850 new files during the year 2021.

The Legal Section liaises with Government departments in the development of new legislation, and reviews and prepares submissions on a large number of heads of bills for draft legislation impacting criminal justice and policing.

The section monitors and assesses developments within the legal environment that impact operational policing. It prepares HQ Directives on new legislation and decisions of the courts that impact on the work of An Garda Síochána, for circulation to the organisation.

## Legacy Section

The Legacy Section continued to liaise with the Chief States Solicitor's Office throughout 2021 in cooperating with the Coroner's Service for Northern Ireland. This section continued to coordinate responses and provide assistance and documentation to Northern Irish authorities, as legislation permits.

This section coordinated responses and documentation for the scoping exercise undertaken by Judge Gerard Haughton concerning the death of Mr. Shane O'Farrell in August 2011.

## Firearms Protection Unit (FPU)

Throughout 2021, FPU engaged with stakeholders involved in the implementation of the divisional operating model, offering advice about the required legislative changes.

The unit performed systems status checks on renewal of licences and outstanding applications, whilst advising the Department of Justice on importing and exporting firearms.

FPU continued to monitor the outsourced firearm certificate print and payment process by working closely with the Garda ICT Section. All outstanding issues were immediately highlighted to the relevant Divisional and District Officers. The unit provided briefing material for Parliamentary Questions and statistical information and maintained its registers of authorised firearms shooting clubs, firearms shooting ranges and registered firearms dealers.

FPU assisted Chief Superintendents and Superintendents regarding District Court appeals of refusals to grant firearm certificates, shooting range authorisations and revocation of firearm certificates and authorisations.

Through constant monitoring of the firearm reports on PULSE, the Firearm Policy Unit assisted Gardaí with these reports to ensure an efficient and effective firearms licensing system. As a result of these actions, there were by the end of 2021 approximately 235,000 firearms licensed throughout the jurisdiction – the highest compliance rate from applicants since the inception of the three-year licensing system.

## Mutual Assistance Section

In 2021, the Mutual Assistance Section, Crime Legal received and processed over 1,300 applications for mutual assistance, all of which sought assistance from other jurisdictions on behalf of Garda criminal investigations. This number represents a 22% increase compared to 2020.

In 2021, the Mutual Assistance Section executed 561 requests from other jurisdictions seeking assistance in criminal matters. This number represents a 49% increase compared to 2020.

The Mutual Assistance Section also assisted in the establishment and administration of two new Joint Investigation Teams.

## Employment Law

The office of the Head of Employment Law provides legal advice about a large range of employment law issues to the Garda organisation. The office provides legal advice on bullying and harassment cases, protected disclosure issues, and sick leave disputes within An Garda Síochána involving all Garda personnel. The Employment Law Office manages all employment and equality litigation before the courts, the Workplace Relations Commission and the Labour Court, on behalf of the Garda Commissioner.

## Civil Legal

The office of the Head of Civil Legal is responsible for the proactive management of all civil litigation involving the Garda Commissioner, together with providing legal advice concerning administrative, employment and regulatory law issues, including key organisational projects. The Civil Legal Office also provides effective and timely legal advice on a broad range of legal issues, including data protection and freedom of information.

In 2021, the office dealt with over 730 new files comprising personal injuries litigation, judicial reviews, non-party discovery and advisory legal issues.

## DATA PROTECTION UNIT (DPU)

### Key activities for DPU in 2021 included:

- Processing of 5,262 subject access requests from members of the public.
- Data protection training within the organisation, including new eLearning programmes developed with the Garda College.
- Advice and guidance to the organisation on data protection issues, including the development of data-sharing agreements and data protection impact assessments.
- Contributing ongoing advice and support on a range of data protection issues related to the Garda Síochána (Digital Recording) Bill and its proposals, to create a clear legal basis for use by An Garda Síochána of CCTV, Automatic Number Plate Recognition (ANPR) cameras, recording devices (including drones) and body-worn cameras for law enforcement purposes.
- Leading on preparatory work in advance of the commencement of the Data Sharing and Governance Act, 2019, to assess the impact on current data-sharing arrangements with other public bodies.
- Ongoing recruitment and training of new staff within the unit. This included progressing a business case to establish the unit's Policy, Audit and Compliance Section; increasing resources available for processing complex access requests for video footage and/or audio recordings; and establishing the Office of a Chief Records Officer for An Garda Síochána to coordinate records and data management policies.

## FREEDOM OF INFORMATION OFFICE (FOIO)

In 2021, FOIO received 452 Freedom of Information (FOI) requests.

The majority of these requests were submitted by journalists (130) and members of the public (243). The remaining requests were submitted by clients/employees (36), academics (11), solicitors (20), business/interest groups (10) and public representatives (2).

The distribution of these requests over the areas of human resources, internal affairs, finance (general and procurement) and internal audit is set out in the chart below.

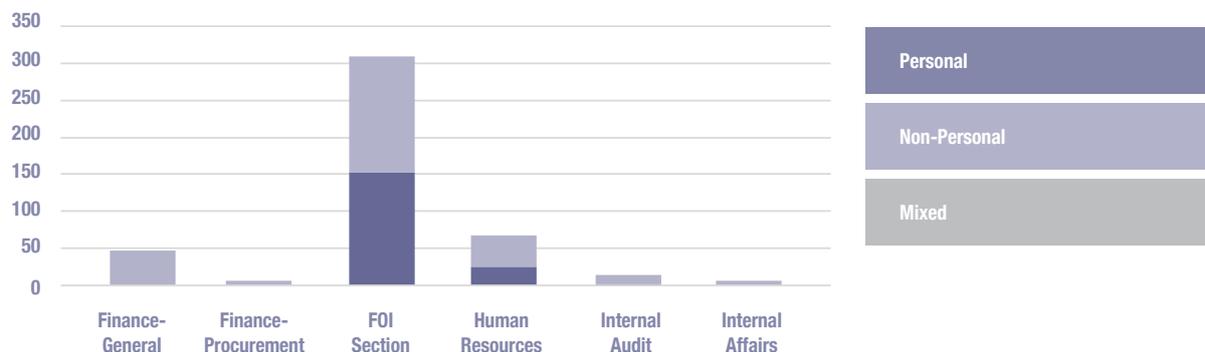
FOIO also manages requests for assistance that fall outside the scope of the FOI Act or where the information is already available from other sources (e.g., the Garda website and publications). In 2021, there were 515 such requests for assistance received and dealt with by FOIO, which are categorised as non-eligible FOI requests.

Of the 452 requests, all were acknowledged within the specified 10 working day limit. Four of the 452 requests were issued past their due date. Seventeen of the 452 requests were carried into 2021. FOIO issued 438 decisions in 2021 (including three requests that were carried over from 2020).

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

- **Granted** – the request was granted in full.
- **Partially granted** – elements of the request within the scope of the FOI Act and appropriate to An Garda Síochána were granted.
- **Refused** – the entire request was refused (this includes requests for records outside of human resources or finance and procurement, i.e., outside the scope of the FOI Act).
- **Withdrawn** – the request was withdrawn following an agreement with the requestor.

## 2021 Request Types



FOIO also publishes the decisions made for requests for non-personal information in the FOI Decision Log section on the Garda website. The website's FOI page also includes the publication scheme – a list of links for members of the public on frequently sought information about the organisation.

In addition, FOIO is responsible for managing An Garda Síochána responsibilities under the Access to Information on the Environment Regulations.

In 2021, eight of these requests were received; half came from journalists, two came from solicitors, and one each came from interest groups and academics. Two of these requests were granted in full, two were partially granted and four were refused.

## GARDA INFORMATION SERVICE CENTRE (GISC)

During 2021, GISC created over 624,000 incidents on the PULSE system on behalf of Gardaí, as well as hundreds of thousands of updates to existing incidents.

GISC also performs data quality control reviews on PULSE incidents to ensure the incidents are correctly classified and are correctly recorded to the required standard. In 2021, GISC performed this task over 1.2 million times; each of the incidents handled by GISC on behalf of Gardaí help to increase frontline Garda availability, as well as ensure data quality.

In addition to this core function, GISC played key roles in the following organisation-wide projects during 2021:

- **Implementation** of the SIS II system.
- System and **processing changes** to accommodate the rollout of the Covid-19 Fixed Charge Penalty Notices in early 2021.
- **Supporting and improving** the recording of domestic abuse incidents on PULSE, including the rollout of the Domestic Abuse Risk Evaluation Tool.
- The **rollout** of the Garda Investigation Management System (IMS).
- Working with An Garda Síochána Integration and Diversity Office in the rollout of **hate crime training** and improving the recording of hate crime incidents on PULSE, enabling a baseline set of hate crime figures to be published for 2021.
- GISC continued to **process applications** from divisions to mark PULSE incidents detected on an exceptional basis and deal with appeals from divisions regarding the classification of incidents on PULSE. GISC is leading on the recording of crime outcomes (not just sanctions) for wider insights into the results of investigations.

GISC also led on the implementation of An Garda Síochána Data Quality Action Plan, building on the successes of previous years.

This included delivery on several critical actions, including:

- In July 2021, under PULSE 7.7 update, GISC successfully implemented a new victim-offender relationship field in PULSE, which has identified the remaining few cases (approximately) of domestic abuse that may otherwise have been misclassified (although fully investigated).
- Conducting several other data quality enhancements in PULSE 7.7, which it is hoped will be fully implemented in 2022 to further enhance the quality of the recording and classification of PULSE incidents.
- Performing key coherence and accuracy checks on incidents in collaboration with the Garda Síochána Analysis Service, thereby increasing the accuracy and coherency of the incidents. Preparations are underway for this to continue and expand in 2022.
- In late 2021, GISC began preparations for the operationalisation of the Data Quality Action Plan, including the external publication of data quality metrics.

## GARDA NATIONAL VETTING BUREAU (GNVB)

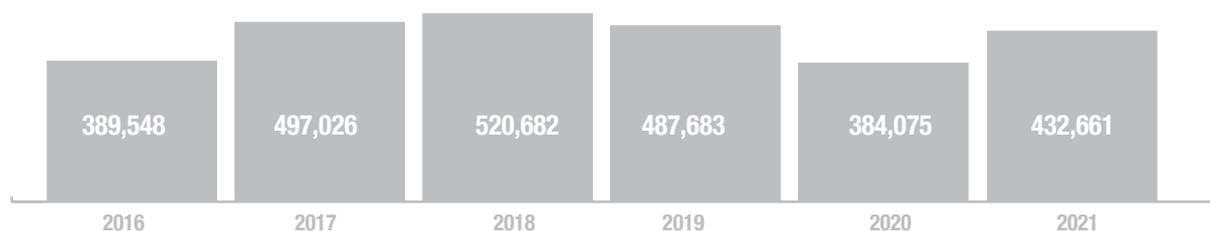
Following a temporary reduction in 2020 due to Covid-19, the demand for Garda vetting and the services of the Garda National Vetting Bureau (GNVB) increased again in 2021, with vetting applications up 12%.



Garda National Vetting Bureau

**Current Vetting Turnaround Time = 3 Days**

The total number of vetting applications received in the past six years at GNVB:



### Key GNVB achievements in 2021

- Over 432,000 vetting applications were processed.
- Continued prioritisation with unprecedented turnaround times for Covid-19 related vetting applications.
- Increased compliance focus on relevancy checks with relevant organisations.
- Bulk upload of e-applications facility expanded, enabling more organisations to create large numbers of applications simultaneously.
- The total number of relevant organisations (who have employees, members or volunteers that require vetting) registered with GNVB in 2021 surpassed 26,500.
- In 2021, 52% of vetting applications received were completed within five working days and 15% of these applications were completed within 24 hours. The average turnaround time for all vetting applications in 2021 was seven working days, exceeded only during the large-scale return to work, sports and schools in September 2021. There continues to be no delays in processing vetting applications, although those involving potential specified information take significantly longer than the average to complete.
- In 2021, 442 new vetting applications were referred to the Specified Information Team. (Specified information is information that reasonably suggests a bona fide concern that the individual may harm a child or vulnerable person).
- As designated Central Authority for Garda Criminal Records in Ireland within the European Criminal Records Information Systems (ECRIS) Framework, GNVB handled over 24,000 ECRIS requests and notifications from other countries.

## PROMOTING THE IRISH LANGUAGE

As a public body with extensive engagement with members of the public, An Garda Síochána fully accepts its role to promote the use of the Irish language in the context of a bilingual society. An Garda Síochána is fully committed to ensuring compliance with all its statutory Irish language obligations and is determined to continue strengthening the use of Irish among all personnel.

In 2021, a lot of positive work was carried out aimed at providing services to the public through Irish and encouraging the use of Irish within the organisation.

This included:

- New governance arrangements were put in place to support the organisation in meeting its Irish language obligations. The Garda Commissioner now chairs the Irish Language Governance Group and Deputy Commissioner, Policing and Security chairs the Irish Language Strategic Working Group. As a result, Irish language matters are being addressed at the highest level within the organisation.
- A new Irish Language Strategy 2022-2025 was developed in 2021 following consultation with Welsh police services, and informed primarily by the organisation's legal obligations and commitment to promote and safeguard the Irish language.

The strategy, which was due to be launched in March 2022, aims to support, increase and promote the use of the Irish language in An Garda Síochána, and facilitate genuine language choice to Irish-speaking users by actively offering and promoting bilingual policing services. Three ambitious but achievable strategic areas were identified – recruitment and workforce planning, Irish language development and awareness, and Irish language promotion and engagement.

- A new online interactive Irish learning resource, the programme, An Fórsa ag Foghlaim, contains everyday language that is useful for policing and will be helpful for all Garda personnel looking to improve their Irish language skills. It also includes vocabulary and units specific to the work of frontline Gardaí.
- Fáinne Gaeilge an Gharda Síochána – In 2021, over 900 Garda personnel signed up for the organisation's Fáinne Gaeilge initiative. Three pin badges – the Gold Fáinne, the Silver Fáinne and the Cúpla Focal Fáinne – have been specially developed for the organisation by Conradh na Gaeilge. They can be worn by all personnel who wish to show their willingness to use whatever level of Irish they have. The initiative, which was due to be officially launched in March 2022, will support, increase and promote the use of the Irish language within the organisation and the wider community.



**New Governance Arrangements**



**New Irish Language Strategy**



**New Online Interactive Irish Learning Resource**



**Fáinne Gaeilge Initiative**

## OFFICE OF CORPORATE COMMUNICATIONS (OCC)

OCC worked closely with numerous sections/units throughout the organisation to provide the public with crime prevention and public safety advice, appeal for information to aid investigations, and highlight the great work of the organisation.

In 2021, OCC was the only organisation to win three PRII Awards for Excellence in Public Relations:

- In-House PR Team of the Year (6+ Employees).
- Best Internal Communications for the 'Keeping Our People Safe from Covid-19' campaign.
- Best Use of Digital PR including Content Creation for the 'Garda Jerusalema Dance Challenge' video.

## Campaigns

A number of public information/awareness campaigns were run including:

- #LetsStopHateTogether and the launch of the online hate crime reporting facility.
- BikeSafe initiative for motorcyclists.
- Fraud Awareness Week – including vishing, romance fraud and accommodation fraud.
- Vaccine scams.
- Cybercrime awareness campaign (#ThinkB4UClick).
- Make Way Day – Operation Enable.
- Advice around weather incidents such as Storm Barra.
- Amplifying and communicating key public health messaging around Covid-19.
- Numerous road safety campaigns, including the horse road safety appeal, bank holiday appeals and the #EaseOffTheThrottle motorcyclists campaign, as well as national slow down days.
- Christmas #FindDazzler elf campaign.

## Media Briefings

The Garda Press Office held 28 media briefings during the year to assist in preventing and detecting crime and facilitated more than 500 interview requests.

Media briefings were held in relation to a number of serious crimes, as well as the provision of and appeal for information, such as:

- Appeals made following shooting incidents and murders.
- Appeals regarding historic disappearances of women in Leinster.
- Tackling serious and organised crime.
- Provided rolling media updates and communications for two Child Rescue Ireland Alerts (CRI Alerts), which were both concluded successfully.
- Launch of Operation Citizen in the DMR to tackle anti-social behaviour.
- The launch of the Garda Anti-Corruption Unit (GACU).
- Briefing on issues relating to calls for service.
- Communicating the launch of the Schengen Information System.
- CAB 25th anniversary.



### Press Releases/Calls

Over **2,100 press releases** issued in 2021 and thousands of media queries were dealt with.



### Videography

Over **125 videos** were produced in 2021 in-house in OCC on a wide range of topics and campaigns, including numerous Covid-19 related topics for both internal and external communications.



### Website

During 2021, Corporate Communications worked closely with the Garda Health and Wellbeing Office to develop the **Keeping Our People Supported (KOPS) App**, which was added to the Garda website.

## Social Media

An Garda Síochána had a social media following of over 1.7 million by the end of 2021, an increase of 13% from 2020:

				
Facebook 373,879	Regional Facebook 449,728	Twitter @gardainfo 227,748	Twitter @gardatraffic 535,891	Instagram 169,980

## Garda Jerusalema Dance Challenge

In February 2021, the Garda Jerusalema Dance Challenge video was created in response to a challenge from our Swiss counterparts. The video was shared across Facebook, Twitter and Instagram, and was viewed nearly 20 million times.

According to Twitter, the Jerusalema tweet by An Garda Síochána was the most liked Irish tweet of 2021.

### #FindDazzler

Following the success of 2020 and in a continued effort to lift the spirits of the community, the #FindDazzler social media campaign had a total reach of 8.7 million.

### #16DaysofActivism

There were 17 tweets/posts over the period from 25 November to 10 December 2021, with a total reach of 1.5 million.

## Crimecall:

In 2021, Crimecall continued to reach a significant audience, with an average viewership per episode of 318,620. The programme continued to play an important role in tackling and preventing crime, and in assisting high-profile investigations, such as murders, aggravated burglaries, sexual assaults and missing persons.

## GARDA SÍOCHÁNA ANALYSIS SERVICE (GSAS)

Throughout 2021, GSAS continued to provide a range of analytical work for crime prevention programmes and operational support. In February 2021, GSAS published a report on knife-related crime with the intention being to increase Garda data publications as capacity allows.

Also in 2021, GSAS began its programme of expansion with the recruitment of several Assistant Principal Officers to support the development and management of the service.

The Garda Research Unit, part of the Analysis Service, resumed the Public Attitudes Survey in 2021 (disrupted in 2020 by the pandemic) with an increased sample size to facilitate the provision of further insights on perceptions of the organisation.



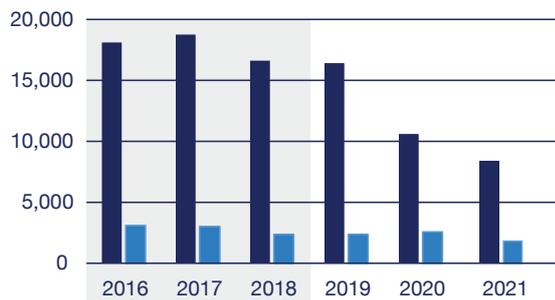
Christmas Campaign  
#FindDazzler



# STATISTICS

The Covid-19 pandemic in 2020 presented a unique set of circumstances which make comparisons with other time periods difficult. The Covid-19 policing response has included increased patrols, checkpoints and community engagements. At the same time, changes in public life and the operation of businesses have impacted on the opportunities for crime to occur. The figures presented below should be interpreted in this context.

## BURGLARY



<b>Incidents</b>	18,100	18,768	16,621	16,412	10,594	8,400
<b>Detections</b>	3,093	3,021	2,392	2,363	2,563	1,766

2016-2018  
Strategy Period

2019-2021  
Strategy Period

### Recorded Incidents of Burglary

**2016-2018 average:** 1,486/month

**2019-2021 average:** 984/month

Difference between the 2020 and 2021 results:  
-2,194 (-20.7%)

### Burglary Incidents Marked as Detected\*

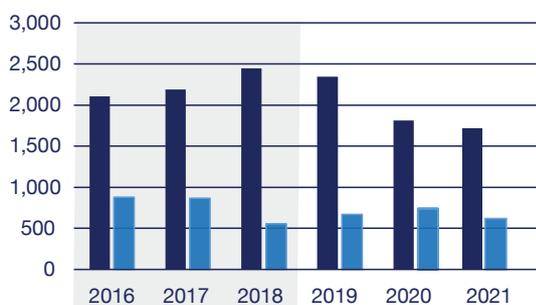
**2016-2018 average:** 236/month

**2019-2021 average:** 186/month

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

\*The introduction of PULSE 7.3 on 25 February 2018, with new processes being introduced as to how incidents are recorded as detected on PULSE, has affected detection figures. Detections data from before and after the PULSE upgrade should not be compared.

## ROBBERY



<b>Incidents</b>	2,105	2,185	2,449	2,343	1,815	1,730
<b>Detections</b>	878	865	557	667	742	601

2016-2018  
Strategy Period

2019-2021  
Strategy Period

### Recorded Incidents of Robbery

**2016-2018 average:** 187/month

**2019-2021 average:** 164/month

Difference between the 2020 and 2021 results:-85 (-4.7%)

### Robbery Incidents Marked as Detected\*

**2016-2018 average:** 64/month

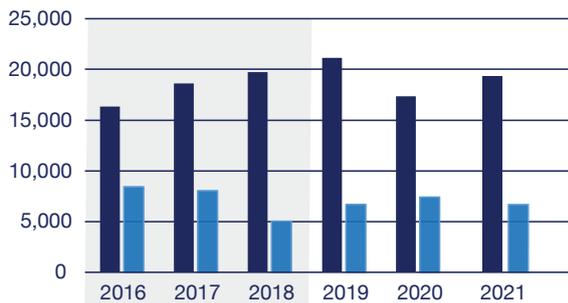
**2019-2021 average:** 56/month

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

\*The introduction of PULSE 7.3 on 25 February 2018, with new processes being introduced as to how incidents are recorded as detected on PULSE, has affected detection figures. Detections data from before and after the PULSE upgrade should not be compared.



## ASSAULT



<b>Incidents</b>	16,358	18,626	19,723	21,174	18,113	19,260
<b>Detections</b>	8,423	8,035	5,041	6,696	7,413	6,516

2016-2018  
Strategy Period

2019-2021  
Strategy Period

### Recorded Incidents of Assault

**2016-2018 average:** 1,520/month

**2019-2021 average:** 1,626/month

Difference between the 2020 and 2021 results:  
+1,147 (+6.3%)

### Assault Incidents Marked as Detected\*

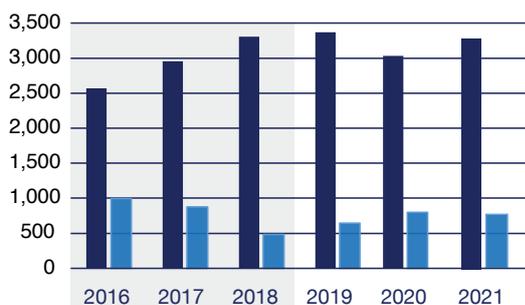
**2016-2018 average:** 597/month

**2019-2021 average:** 573/month

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

\*The introduction of PULSE 7.3 on 25 February 2018, with new processes being introduced as to how incidents are recorded as detected on PULSE, has affected detection figures. Detections data from before and after the PULSE upgrade should not be compared.

## SEXUAL CRIME



<b>Incidents</b>	2,569	2,951	3,236	3,380	3,054	3,356
<b>Detections</b>	992	870	479	647	799	764

2016-2018  
Strategy Period

2019-2021  
Strategy Period

### Recorded Incidents of Sexual Crime

**2016-2018 average:** 243/month

**2019-2021 average:** 272/month

Difference between the 2020 and 2021 results:  
+302 (+9.9%)

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

### Sexual Crime Incidents Marked as Detected\*

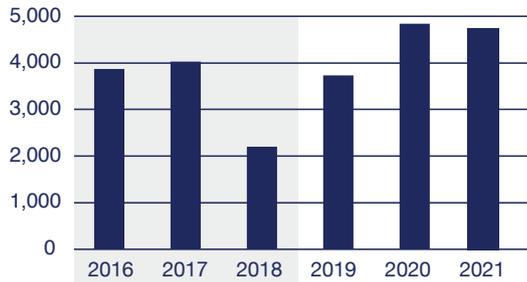
**2016-2018 average:** 65/month

**2019-2021 average:** 61/month

Source: Operational PULSE Data ICCS Subgroup: 021, 023.

\*The introduction of PULSE 7.3 on 25 February 2018, with new processes being introduced as to how incidents are recorded as detected on PULSE, has affected detection figures. Detections data from before and after the PULSE upgrade should not be compared.

## DETECTED SALE AND SUPPLY OF DRUGS



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

**2016-2018 average:** 280/month

**2019-2021 average:** 370/month

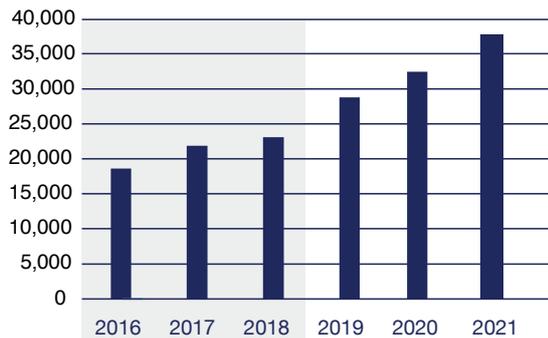
Difference between the 2020 and 2021 results: -99 (-2.0%)

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

\*The introduction of PULSE 7.3 on 25 February 2018, with new processes being introduced as to how incidents are recorded as detected on PULSE, has affected detection figures. Detections data from before and after the PULSE upgrade should not be compared.

Detections	3,870	4,025	2,198	3,729	4,837	4,738
	2016-2018 Strategy Period			2019-2021 Strategy Period		

## DOMESTIC ABUSE INCIDENTS



## Recorded Incidents of Domestic Abuse

**2016-2018 average:** 1,759/month.

**2019-2021 average:** 2,775/month

Difference between the 2020 and 2021 results: +3960 (+11.9%)

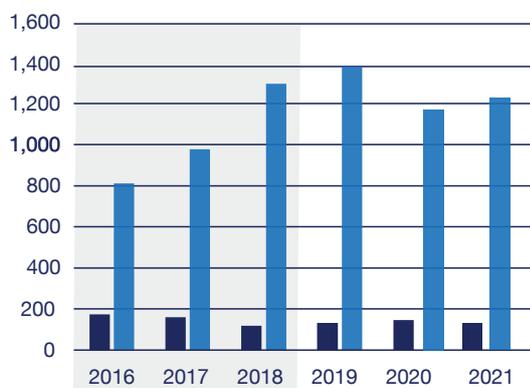
Comment: This crime type is seen as potentially underreported and an increase is seen as a "desirable correction".

Source: Operational PULSE Data ICCS Type: 1551 Non-Crime Type: Domestic Dispute - No Offence Disclosed

Other: Incidents with the MO Domestic Abuse/Domestic Violence

Incidents	18,304	21,463	23,556	29,135	33,407	37,367
	2016-2018 Strategy Period			2019-2021 Strategy Period		

## TRAFFIC COLLISION F&SI



## Traffic Collisions – Fatalities

**2016-2018 average:** 13/month

**2019-2021 average:** 12/month

Difference between the 2020 and 2021 results: -10 (-6.8%)

## Traffic Collisions – Serious Injuries

**2016-2018 average:** 86/month

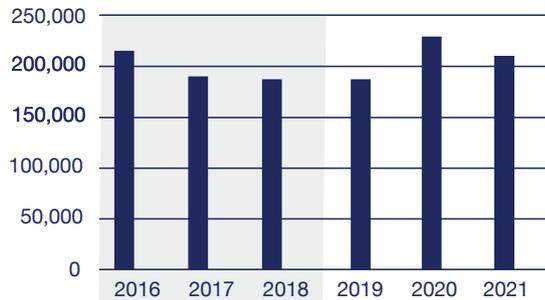
**2019-2021 average:** 105/month

Difference between the 2020 and 2021 results: +60 (+5%)

Source: Operational PULSE and FCPS Data

Fatalities	185	155	137	140	146	136
Serious Injuries	812	980	1,291	1,393	1,166	1,226
	2016-2018 Strategy Period			2019-2021 Strategy Period		

## TRAFFIC LIFESAVER OFFENCES



Offences	2016	2017	2018	2019	2020	2021
	216,867	195,032	186,676	185,684	222,587	218,435

2016-2018  
Strategy Period

2019-2021  
Strategy Period

## Traffic Lifesaver Offences

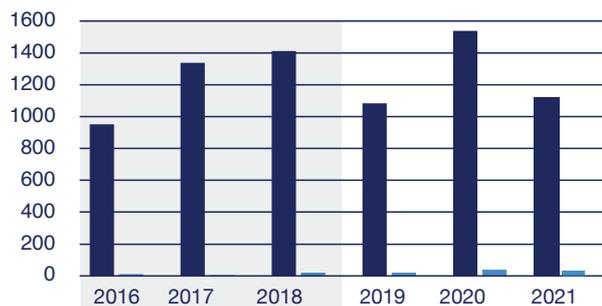
**2016-2018 average:** 16,627/month

**2019-2021 average:** 17,409/month

Difference between the 2020 and 2021 results:  
-4152 (-1.9%)

Source: Operational PULSE and FCPS Data.

## BEHAVIOUR WARNINGS AND ORDERS (ASBO)



	2016	2017	2018	2019	2020	2021
Warnings	920	1,351	1,410	1,067	1,510	1,142
Orders	8	4	16	16	30	14

2016-2018  
Strategy Period

2019-2021  
Strategy Period

## Behaviour Warnings & Contracts (ASBO)

**2016-2018 average:** 102/month

**2019-2021 average:** 103/month

Difference between the 2020 and 2021 results:  
-368 (-24.4%)

Comment: In 2019 and 2020 there were no Good Behaviour Contracts recorded.

## Behaviour Orders (ASBO)

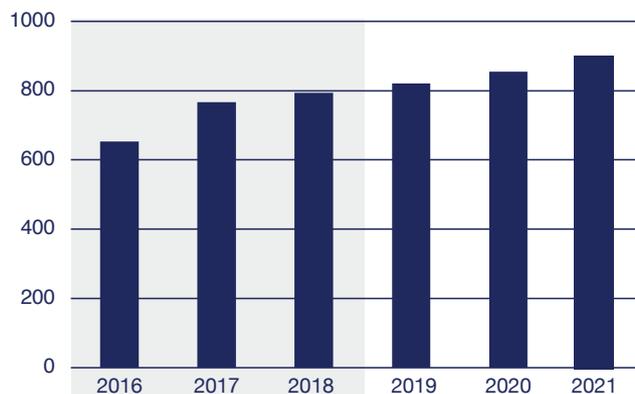
**2016-2018 average:** 0.8/month

**2020-2021 average:** 1.7/month

Difference between the 2020 and 2021 results:  
-16 (-53.3%)

Source: Operational PULSE Data. PULSE Types: behaviour warnings (children), behaviour warnings (adults), good behaviour contracts, civil orders (adults), ASBO (only) offences.

## SECTION 12 OF THE CHILD CARE ACT INVOKED



Incidents	2016	2017	2018	2019	2020	2021
	653	766	794	820	855	942

2016-2018  
Strategy Period

2019-2021  
Strategy Period

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

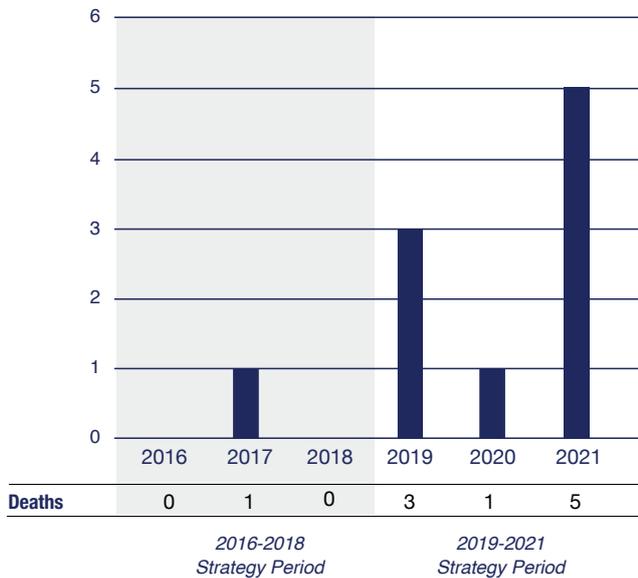
**2016-2018 average:** 61/month

**2019-2021 average:** 73/month

Difference between the 2020 and 2021 results:  
+87 (+10.2%)

Source: Operational PULSE Data. PULSE Type: Section 12 of the Child Care Act Invoked.

## DEATH IN GARDA CUSTODY



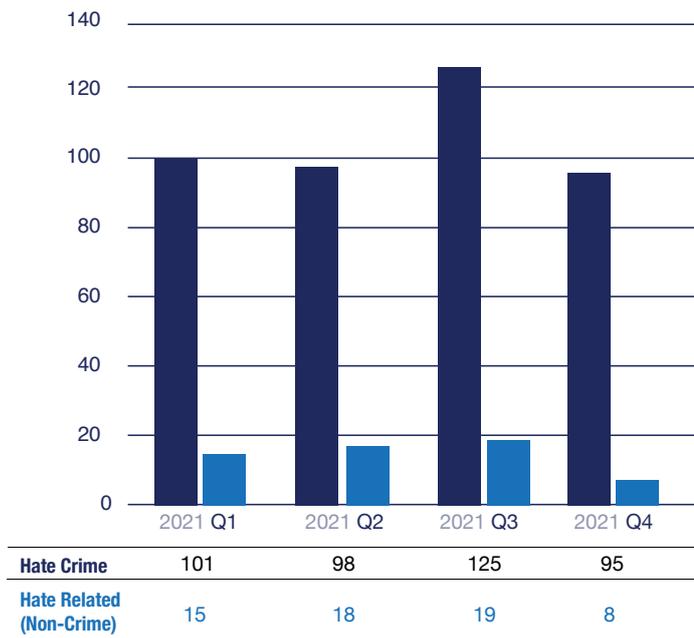
### Deaths in Garda Custody

**2016-2018 average:** 0.3/year

**2019-2021 average:** 3.0/year

Source: An Garda Síochána Internal Affairs

## HATE CRIME AND HATE RELATED INCIDENTS



### New Recording Mechanism: Hate Crime and Hate Related Incidents

\*The deployment of PULSE 7.6 on 18 October 2020 introduced a number of new measures to improve the recording of hate crime and hate related incidents.

The selection of one of nine discriminatory motives is now mandatory for hate crime and hate related incidents. These are:

Age, colour, disability, ethnicity, gender, nationality, race, religion and sexual orientation.

Data recorded post-PULSE 7.6 is no longer comparable with previously published data.

## GARDA ONLY DRUG SEIZURES 2021 – Full Year

Category	grams/mls/ Plant	Tbls/Sqr/Caps	Value
Anabolic Steroids	2	1,593	€956
Benzodiazepine	5,481	437,045	€768,091
Cannabis Herb	1,054,891	115	€21,097,821
Cannabis Plants*	7,064		€5,651,200
Cannabis Resin	15,683		€94,100
Cathinones	3,756	12,335	€248,870
Cocaine	106,186	1	€7,433,019
Diamorphine	9,755	41	€1,365,737
Hallucinogen	19,062	1,661	€1,192,190
Mixing agents	94,655	608	€47,327
Opioids Other	4,551	6,549	€813
Phenethylamine**	28,294	210,464	€3,523,232
Sleeping Tablet		45,946	€91,891
Solvent	120		€120
Synthetic Cannabinoid	2,501	430	€50,017
			<b>€41,565,384***</b>

### Garda Only Drug Seizures 2021

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

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

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

\*\*\* This total figure is based on Garda only seizures as recorded by FSI and PULSE. The Garda National Drugs and Organised Crime Bureau (GNDOCB) figure may differ for a number of reasons, such as the inclusion of seizures outside of the remit of FSI and PULSE; GNDOCB report based on seizure data, FSI based on analysis date; weights/quantities may differ once confirmed by FSI.

All figures are provisional, operational and subject to change as of 07/03/2022.

## SECTION 25 OF THE GARDA SÍOCHÁNA ACT, 2005 MINISTERIAL DIRECTIVES

Under Section 25(1) of the Garda Síochána Act, 2005, following the approval of the Government, the Minister for Justice may issue to the Garda Commissioner written directives concerning any matter relating to An Garda Síochána. In 2021, there were no Ministerial Directives issued.

## SECTION 41 OF THE GARDA SÍOCHÁNA ACT, 2005

Under Section 41 of the Garda Síochána Act, 2005, the Garda Commissioner provides information to the Minister for Justice on matters relating to significant developments on the policing or security of the State. In 2021, there were eleven reports made by the Garda Commissioner's Office.

## SECTION 22 OF THE PROTECTED DISCLOSURES ACT, 2014

Under Section 22 of the Protected Disclosures Act, 2014, each body is required to publish an annual report setting out the number of protected disclosures received in the preceding year and the action taken (if any). This report must not result in persons making disclosures being identifiable.

This annual report of An Garda Síochána covers the period from 1 January 2021 to 31 December 2021.

There have been 19 protected disclosures made to An Garda Síochána in the period covered by this report. The disclosures are outlined as follows:

- Three are under investigation.
- Three are under examination.
- Five are closed (one, on being assessed, did not fall within the remit of a protected disclosure as prescribed in the 2014 Act).
- Six have had examinations completed.
- One is under review.
- One is seeking legal advices.











