

Non Numerical Standard Identification is a new concept being developed overseas and its progress is being monitored by the Fingerprint Section, ensuring that An Garda Síochána will be ready to implement such a system when fully developed and tested. The implementation of this standard will have major implications for the Section, requiring additional specialist training in Poroscopy, Edgeology and Ridgeology.

Livescan Electronic Fingerprinting Systems are being piloted at three locations, namely:- Bridewell Garda Station, Dublin; Bridewell Garda Station, Cork and at Mountjoy Prison, Dublin.

Planning for the upgrade of the AFIS System also commenced during the year. When complete, it will allow for the capture in a one-stop process images of latent finger and palm marks developed in the Chemical Development Laboratory by using a digital camera; an up-graded computer system and inputted directly to AFIS for search, rendering the system more efficient and of greater benefit to crime investigators.

DOCUMENT/HANDWRITING *DOICMÉID/SCRÍOBHNEOIREACHT*

The functions and role of the section can be divided into two related areas:- Handwriting comparison and Document examination. Handwriting involves the comparison of one piece of handwriting with another, carried out to determine whether there is a common authorship between the writings, the examination of signatures to determine if they are genuine, traced or simulated forgeries.

Document examinations consists of identifying if a substitution, addition, deletion, erasure or alteration has taken place. It also includes examination to determine if documents are counterfeit, e.g. currency, passports, travel documents, official documents, bank documents etc.

In addition to Court appearances and ancillary work relating to major criminal investigations and Tribunals, the section dealt with 525 cases during the year.

Personnel from the Document/Handwriting Section lecture to internal Garda courses and to Army personnel in Scenes of Crime Examination, Detective Training, Fraud, Forgery, etc. The section also represents An Garda Síochána at meetings of Interpol and Europol on a Handwriting/Document Examinations.

The section is equipped with the most modern equipment available which includes the ESDA (electrostatic detection apparatus) for detecting indentations on paper caused by the writing of one document while resting on top of another. The VSC2000 Computer System is used to differentiate inks and reveal water marks etc. in documents. Personnel attached to this Section are accredited or in training as Document/Handwriting experts, carrying out, within the wide parameters of forensic science, the scientific examination of documents.

PHOTOGRAPHIC SECTION *RANNÓG GRIANGHRAFADÓIREACHTA*

The Photographic Section provides a secure, independent photographic service to meet the requirements of An Garda Síochána and the Courts.

The CD Fit Technology, a compact-disc based facial identification system, continues to be used extensively and provides considerable assistance to serious crime investigations.

Case histories are now archived on CD Rom and developments continue to replace the current mini-lab system with a sophisticated processor, capable of printing from conventional negative and digital medium, bringing faster and more efficient methods of quality service.



During 1999, the Photographic Section attended at 404 crimes serious crime scenes, 62 of which involved suspicious deaths. A total of 4,207 crime scene examiners films were processed and 4,780 finger marks were photographed for the Fingerprint Section. One hundred and eighty (180) footmarks were photographed for comparison purposes, in addition to the production of 145 CD (Fits). One hundred and six (106) photographic assignments were undertaken for or on behalf of the Garda Press & Public Relations Office.

FORENSIC LIAISON OFFICE

OIFIG CHEANGAIL FHOIRÉINSEACH

The Forensic Liaison Office (FLO) provides a central reception facility for the processing of exhibits of possible evidential value for examination by the Garda Technical Bureau and/or Forensic Science Laboratory. The system is managed by a computerised Exhibit Tracking System, as exhibits move between laboratories and work stations for specific testing and examination. The Section is also responsible for the destruction of all major drug seizures nationwide.

During 1999, a total of 24,820 cases were processed by the Forensic Liaison Office, an increase of 1,055 cases over 1998.



BALLISTICS SECTION

RANNÓG BHAILISTÍOCHTA

The functions of the Ballistics Section include:

- The examination of all firearms and ammunition seized in relation to crime.
- The examination of all explosives and explosive devices seized.
- The technical examination of the scenes of murder, suspicious death and serious crime.
- The restoration of erased identification numbers on motor vehicles, pedal cycles, jewellery, electrical equipment.
- Providing assistance in the investigation of arson.
- The identification of shoe print, tyre print and tool marks found at the scenes of crime.

In respect of firearms examination and identification, all firearms received are fully examined and if possible, test fired. Bullets and cartridge cases test fired are microscopically compared with all previous shooting cases. A Ballistics Date Reference Centre maintains a collection of discharged cartridge cases and spent bullets recovered from crime scenes.

The Section is equipped with microscope rooms, laboratory, firearms examination room, work room, firing range and bullet recovery facilities. It also maintains an extensive reference collection containing specimens representative of firearms, ammunition and explosive devices which have come into the possession of An Garda Síochána.

A new crime scene vehicle, specifically designed to suit the requirements of the Section, was acquired during the year and fitted with all the technical equipment required at a major crime scene. Onboard computer facilities are being developed for the vehicle.

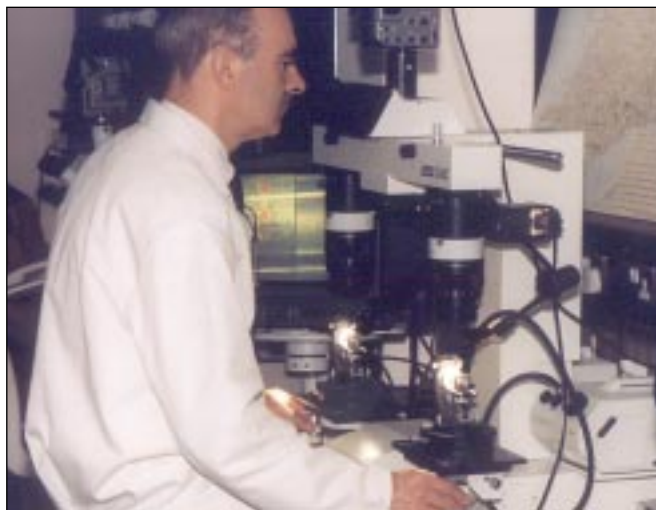
Developments continue and the section has sought the provision of a Computerised Ballistics Identification System which will enable rapid identification of bullets and discharged cartridge cases.

A footwear/shoe print database for the identification of shoe print evidence found at the scene of a crime is also being developed. During the year, the section acquired S.I.C.A.R. – a computerised Shoeprint Image Capture and Retrieval System – to assist experts at the section in the examination and management of shoeprints recovered at scenes by local examiners.

To achieve expert status, staff at the Ballistics Section attend at the Institute of Criminalistics/L.S.O.P., Zutphen, The Netherlands.

FÓGRA TÓRA

Fógra Tóra is a confidential publication issued on a bi-weekly basis, or more often if necessary. Details of outstanding criminal investigations are included in issues, along with details of persons & vehicles sought by investigating Gardai. The publication is circulated throughout An Garda Síochána in addition to police forces in Northern Ireland; Britain; the Channel Islands and Europe, via Interpol.



GARDA CRIMINAL RECORDS OFFICE ***OIFIG CHAIBEISI CHOIRIULACHTA NA nGARDAI***

The function of Garda Criminal Records Office continues to be the computerised recording of criminal convictions and the vetting of applicants for appointments in An Garda Síochána, Defence Forces, Civil Service and PSV applicants. The GCRO utilises the new PULSE computer network to record court outcomes and a photography scanning facility was added during the year.

INFORMATION TECHNOLOGY SECTION

RANNÓG TEICNEOLAÍOCHT AN EOLAIS

The IT Section is made up of five individual, but integrated sections, namely:-

IT Security & Operations – provides the Service Desk; support services; hardware procurement; rollout of equipment; IT security, etc.

Systems Development - provides services for systems outside the scope of the PULSE Project.

Programme Coordination Office (PCO) - deals with co-ordination and project management between all the constituencies involved in the PULSE Project, including the Garda IT Centre; Garda Telecommunications Section, Garda College, Finance and Logistics, etc.



Project Management Office - provides services to the various teams within the centre, such as document libraries, storage of key documents and deliverables, etc.

PULSE Project Teams – responsible for the design, build and pilot of the PULSE systems.

The Change Management Section, while inextricably linked to the Garda IT Section is an autonomous entity and it's structure and activities are outlined later in this report.

The Garda IT Section has undergone dramatic change in the recent past, primarily due to the implementation of the PULSE Project. Numbers of personnel have increased, which includes civilian staff and consultants from external agencies who are assisting with the project. The numbers of personnel are not static due to the fact that the project is not fully complete.

Because of the nature of work required from all personnel within the Garda IT Centre, a training programme is in place to ensure that all necessary skills are available within the centre. Each section has defined their specialist training requirements, and the training programme has been prepared to ensure that necessary courses are scheduled so that optimum service levels are provided.

In addition to the designing and building of systems, the PULSE Project also required a large logistical exercise to procure all the necessary hardware, which included equipment for both the Garda IT Centre and each networked location. Following procurement, the equipment had to be installed and commissioned in some 200 locations nationwide. In addition, each member of An Garda Síochána and civilian staff was required to be assigned an individual user ID and password – this aspect alone presented a major logistical challenge, which was completed efficiently and on schedule.

The Service Desk, which is the main contact point of the Garda IT Centre, now operates on a 24 hour, 7 day a week basis and the monitoring of all computer systems is also constant on a 24 hour basis.

A major data conversion programme was also developed to electronically transfer all data from the mainframe computer to the new PULSE environment. The data conversion required a shutdown of all central IT facilities for a period of four weeks.

The Garda IT Centre is responsible for other systems that are outside the current scope of PULSE. These include some office systems and products that meet localised needs of specialist sections.

MANAGEMENT OF THE PULSE PROJECT & PROGRAMME

The core PULSE project is managed on a day to day basis by a four person project directorate comprising an Andersen Consulting partner and three senior Garda personnel. A fully staffed project management office as well as a project co-ordination office ensure that project/programme status is tracked and reported in accordance with the PRINCE project management methodology.

Two project boards, each of which meets on a monthly basis and includes representatives from the Departments of Finance and Justice, Equality & Law Reform, oversee the project/programme. The I.T & Telecommunications Executive Committee, which meets on a quarterly basis, receive reports on PULSE status and technical directions and also supervise the overall PULSE Project/Programme.

BACKGROUND AND PROGRESS OF PULSE

The Garda IT Strategy was developed in 1992 in conjunction with Andersen Consulting. The strategy study was followed in 1993/94 by a high-level conceptual design project, which led to the issue in 1995 of a tender seeking a partner for the development of PULSE. The PULSE contract was awarded to Andersen Consulting in September 1996 following an EU wide competitive tendering process.

A computerised fingerprint storage and retrieval system (AFIS) was installed in 1995/6 as the first element of the PULSE Project. The AFIS system was not part of the PULSE contract and was an off the shelf product, customised to Garda requirements by PRINTRAK.



The joint Garda/Andersen Consulting teams began work in September 1996 on the PULSE Project, with Project Teams formed into four major constituencies – Project Management, Technical Architecture, Application Development and Change Management. At this point, more than 400 man-years of effort have been invested in the core project and more than £43 million has been expended from the project budget.

The first PULSE system, Criminal Intelligence, was introduced in April 1999. This system was introduced early to enable the project team and users become familiar with the new technology and environments. The next group of systems was introduced in November 1999 and these provided a replacement for corresponding mainframe systems, which needed to be replaced because of Y2K incompatibility. These systems included Incident Response; Interim Court Outcomes; Firearms; General Inquiries; Photographs; Property and Incident Analysis.

The new PULSE systems were installed in November 1999 before the Y2K end of year deadline and ensure the system operated successfully over the millennium change over period.

There are currently more than 1,100 PULSE workstations and 300 PULSE printers in 104 locations. At years end, work was well advanced on the provision of the remaining 300 workstations and printers in 75 locations.

The PULSE system has now taken over the work of the former mainframe system and new procedures and systems are bedding down successfully.

In addition to commissioning the foregoing systems, development of future systems also continued during the year. These systems include:- Warrants; Summonses; Bail; Charge Sheets; Prisoner Log; Full Court Outcomes; Driving Licence Production; Bail Sign on; Electoral Register; Barring Orders & Safety Orders; Traffic Accident Analysis and letters to Crime Victims.

As PULSE is a series of 'police specific' systems, it has generated considerable interest within the law enforcement community and foreign Government circles. The Garda IT Section has played host to visiting delegations from:- Australia; Britain; Europol; Germany; Hungary; Iceland; New Zealand; Spain; Sweden and The Netherlands.

PULSE TRAINING AND TDEC

There are more than 11,000 personnel to be trained by the Garda College, both at that location and through the In Service Training network nationally, this includes training for operational personnel in Enquiry and Data Entry. The logistics of the training effort, as well as the Y2K deadline were the factors behind the two phase training approach. To avoid 'training decay', only 1,000 personnel were trained in advance of PULSE rollouts to stations.

A PULSE Temporary Data Entry Centre (TDEC) was set up as a temporary transitional measure, which is the most practical way to cut-over from a large-scale mainframe operation to the new PULSE system. Significant economies of scale and reduction in project risks were achieved by the temporary data entry arrangements.

The Swiftpost system, which is also used by a number of government agencies, is utilised to provide recorded delivery of forms sent to TDEC or returned to stations for amendment. The bar-coding used within the system eliminated the recruitment of specific personnel for clerical tasks and the system also provides an Internet based tracking system to ensure that forms are not mislaid or lost.

OTHER INFORMATION TECHNOLOGY DEVELOPMENTS

Garda Year 2000 IT Programme - the Garda IT Centre managed a large scale Year 2000 compliance programme during 1999. PULSE Release 1b was a major component of the Y2K strategy and major upgrades were made to the computerised Command & Control system in the Dublin Metropolitan Region; the Garda Fines-on-the-Spot system and the Fraud System. All IT systems were reported compliant in November 1999 and there were no Y2K failures at the millennium cut-over.

I.T Centre Degree Programmes – One member of the Garda IT Section commenced an MBA Programme at the Smurfit Business School and a number of staff commenced or continued BA (Computer Science) degree programmes at the Institute of Public Administration.

IT Strategy Review 2000 - Crew Services (UK) were selected at the end of 1999 to carry out a review of the Garda IT Strategy, which, when completed will lead to the development of workplans and budgets for the period from 2000 to 2004. The review will also identify additional projects which are required in the IT strategy area.

International IT Commitments – in keeping with other sections within An Garda Síochána, the demand for participation of Garda IT personnel on EU related project boards and groups continued, as did the hosting of overseas groups on fact finding missions to the Centre.

Criminal Justice Integration Project – Garda IT personnel continued to participate in a project to achieve higher levels of integration between information systems in the criminal justice area.

IT Expenditure - the total expenditure from the Garda IT vote during 1999 was almost £18m. This included PULSE and non-PULSE expenditure.

PULSE CHANGE MANAGEMENT

GARDAI AG ÚSÁID NA MÓRCHÓRES GO HÉIFEACHTACH BAINISTÍOCHT ATHRÚCHÁIN

PULSE is a technology enabled change initiative designed to meet the quality of service objectives identified in the 'Information For Action Vision'. The 'Information For Action Vision' is 'an opportunity to redefine the way An Garda Síochána works in such a manner as to benefit the organisation and the community and enable the achievement of the corporate plan'.

ROLE OF CHANGE MANAGEMENT

Change management is generally focused on people issues associated with any major change initiative. It is concerned with linking people, processes, systems and technology to the strategic goals of an organisation. In An Garda Síochána the goals of the Change Management Team are being achieved through ongoing organisation involvement and participation during the design, development and implementation of PULSE and the establishment of an effective two-way communication process.

The Quality of Service objectives, which will be realised when PULSE is fully implemented throughout the organisation are:

Improve Responsiveness to Community Needs:

- ▶ Support better service of victims of crime.
- ▶ Enhance proactive police activities.

Achieve Excellence as an Organisation:

- ▶ Streamline routine management activities.
- ▶ Promote consistent use of best operational practices.
- ▶ Contribute to morale and job satisfaction.

Enhance Core Policing Activities:

- ▶ Streamline and eliminate non-value added activities.

CHANGE MANAGEMENT TEAM

The Change Management Team is headed by a Chief Superintendent and is divided into five core areas which include Organisation Analysis & Business Process Re-engineering; Communications & Involvement; Training; Procedures & Directives and Management & Organisation Development.

1. ORGANISATION ANALYSIS & BUSINESS PROCESS RE-ENGINEERING

The Organisation Analysis and Process Re-engineering team is essentially concerned with re-engineering work practises to eliminate replication and duplication of work. The team works with hundreds of personnel employed at all levels throughout the organisation. The business processes for the first part of PULSE were completed during 1999 and processes for future releases are now the focus of the team's work.

2. COMMUNICATIONS AND INVOLVEMENT

This team is responsible for relevant, timely and accurate information on PULSE to all personnel and in maintaining an effective two-way communication process. The objective is to ensure that people know and understand why PULSE is needed and how it will impact on everyday police work. The team is also responsible for establishing and maintaining the two thousand member PULSE Action Team, which is the primary change network for face-to-face communications up and down the organisation.

During the year, the team produced a video on PULSE, entitled 'Finger on the PULSE', which was viewed by the vast majority of members of the organisation. This was in addition to the production and distribution of a number of newsletters, bulletins, posters and PULSE marketing & promotional materials. Also during the year the team conducted a number of seminars and focus groups countrywide.



3. TRAINING

PULSE training is new to An Garda Síochána and consists of a combination of on-line computer based and instructor led training. This PULSE Training Team is responsible for developing the training materials including screen cams, 'How to' guides and participation guides. The training system is an exact reproduction of a live PULSE system. During the year, the training team designed and developed the training materials for the first part of PULSE and successfully trained core groups of trainers from the Garda College, who in turn trained over one thousand Garda personnel countrywide. Training materials for further releases of PULSE continue to be developed.

4. PROCEDURES AND DIRECTIVES

This team links the PULSE system to the organisation by issuing procedures and directives to support implementation. During the year the team produced the "User Manual Procedures and Responsibilities" which was issued to each station for use by Garda personnel during the PULSE transition period.

5. MANAGEMENT & ORGANISATION DEVELOPMENT

This team continued to be involved in designing, developing and delivering seminars, briefings and management development workshops for senior management. These activities are geared towards developing and devising strategies for the successful implementation of PULSE at local level. During the year a series of management development workshops were held throughout the country where implementation plans were formulated and presented at station, district, divisional and regional level. Workshops are ongoing to review implementation issues, monitor success and develop local plans for further releases of PULSE.

COMMUNITY RELATIONS SECTION

RANNÓG CHAIDRIMH PHOIBLÍ

As part of re-structuring within An Garda Síochána during the year, the Garda Community Relations Section now forms part of 'A' Branch, Finance, Services & Community Relations. Reporting to the Assistant Commissioner, the Section continues to be headed by a Chief Superintendent and is divided into three core units:- the Community Relations Office; the National Crime Prevention Office and the National Juvenile Office.

COMMUNITY RELATIONS OFFICE FUNCTIONS

OIFIG CAIDREAMH POIBLÍ

Developments during 1999 centered on the completion of a Resource Pack for those involved with

Community Relations Office functions

- Community policing.
- Neighbourhood Watch.
- Community Alert.
- Campus Watch.
- Coastal Watch.
- Riverwatch.
- Victim Support.
- Tourist victim support.
- Rural community policing.
- Hospital Watch.
- Policing forum.
- Participation at exhibitions.
- Focus groups incl. elderly.
- Mobile crime prevention/drugs unit.
- Liaison with minority/ethnic, gay /lesbian groups.
- Production of information literature for the service and the public.

Community Alert schemes. The pack provides access to information which will enable those involved in schemes to realise the full potential of Community Alert.

The first phase of training for the civilian participants in Neighbourhood Watch was completed, with training provided to the area co-ordinators of these schemes.

A 'Design a Web Page' competition was organised through the Dublin Neighbourhood Watch Representative Committee aimed at secondary schools. The task was to layout a web page for use on the Garda Neighbourhood Watch site and identify necessary links with other suitable sites on the net.

The section continued to review the manner in which victims of crime are treated and our partnership with Victim Support to enable the organisation to provide a better service. The first Riverwatch scheme was put into operation on the Barrow water network and the scheme is aimed at enhancing the amenity use of this facility by encouraging crime prevention awareness.

As 1999 was the UN Year of The Older Person the section participated in a wide range of activities and in particular a review of policy relating to retired Garda members. The section also produced a range of new information leaflets covering the areas of Domestic Violence; Vandalism; Child Protection; Advice for Older Persons and a new Neighbourhood Watch booklet.

Update Of Watch Programmes		
	31/12/98	31/12/99
Neighbourhood watch	2617	2578
Community Alert	1133	1139
Business Watch	103	121
Coastal watch	11	14
Campus Watch	11	12
Hospital Watch pilot scheme	1	1
Riverwatch pilot scheme	0	1

The prevention of crime is one of the primary objectives of An Garda Siochana. While the cost of crime in monetary terms is enormous, it is impossible to quantify the cost in human suffering to victims of crime.

To achieve the maximum benefits from Crime Prevention initiatives it is essential that the general public be advised on ways to reduce the opportunities for committing crime.

An Garda Siochana recognise the need for a multi-agency approach to modern day policing and have adopted a strategy which emphasises the pivotal role which community support plays in crime prevention. One of the most important crime prevention techniques is reducing the opportunity for committing crime. Analysis of crime trends and developments are carried out and advice is tailored to provide the best protection from current criminal methods. Evaluation of crime prevention initiatives in 1999 has shown that partnership between An Garda Siochana and interested groups has yielded results.

NATIONAL CRIME PREVENTION OFFICE **OIFIG NÁISIÚNTA COISCTHE COIREACHTA**

Crime prevention initiatives are co-ordinated through the National Crime Prevention Office, providing development and support for the Crime Prevention and Community Relations Officers throughout the country. The office examines modern crime prevention techniques and initiatives in relation to their feasibility to addressing Irish problems. Staff are currently developing the areas of vehicle security, computer theft and crime prevention design advice through architectural liaison.

The Office conducts seminars for Gardai and public groups on all matters relating to personal and business security, in addition to conducting security surveys, of which eighty-nine were undertaken.

An Garda Síochána uses many methods to disseminate crime prevention advice to the public generally, specific interest groups and at risk individuals, including the elderly. Almost 11.5% of our population are now aged 65 and over and An Garda Siochana are determined to provide the maximum possible level of protection for older members of our society to ensure that their dignity and quality of life are assured and sustained. In recent years interagency co-operation has been to the fore in addressing the security needs of the elderly.

Crime Prevention Officers also play an important role in developing and maintaining Business Watch, Campus Watch and Coastal Watch schemes. The advent of local radio has proved a useful forum for disseminating crime prevention advice and many local radio stations kindly allocate airtime to An Garda Siochana for this purpose.

The experience in this country and abroad with Town Centre CCTV as an aid to policing has been very positive. Crime Prevention Officers play a significant role in assessing the needs for new Town Centre systems, siting of cameras and the crime prevention element ensuing from the installation of a CCTV system. All Garda Crime Prevention Officers have received intensive training in all aspects of CCTV including planning of Town Centre CCTV systems.



The reduction of crime and disorder, thereby creating a safer environment, is a core policing function of An Garda Síochána. This function is carried out through various crime prevention measures and strategies, in partnership with other agencies. A natural extension of this function is the development of a close liaison between An Garda Síochána, Local Authorities, Planners and Architects, in order to achieve a sustained reduction in crime. Crime Prevention Through Environmental Design (CPTED) acknowledges that the built environment can influence criminal behaviour for good or ill. The most economical and effective way of reducing the likelihood of criminal attack against any building is to plan its security well before it is built. It is with these objectives in mind that a Garda Crime Prevention Design Advisor was appointed in 1998 and continued to develop this aspect during 1999.

By liaising with all relevant parties involved in the planning and development stages of building construction and offering advice which is commensurate with the risk and the projected risk the Crime Prevention Design Advisor offers advice that will be suitable to making the building more resistant to crime. In particular the Crime Prevention Design Advisor liaises with the relevant agencies to:-

- Provide comment on the overall design after the general layout has been decided.
- Supply a security survey report from plans provided and/or meet the architect to discuss same.
- Supply security recommendations on subsequent schedules such as doors and windows.
- Read and examine maps and location floor plans, elevations and perspectives, artist's impressions and models.

The Crime Prevention Design Advisor has successfully undertaken new initiatives in the public and private sector.

NATIONAL JUVENILE OFFICE ***OIFIG NÁISIÚNTA D'ÓGÁNAÍ***

The Garda Juvenile Diversion Programme is a national scheme operated on the basis that young offenders might benefit more through having their criminal behaviour dealt with by way of caution rather than prosecution. Since the establishment of the programme in 1963, the vast majority of juveniles who benefited from a caution did not come to Garda notice again through repeat offending.

The programme operates under the supervision of the Director (Superintendent) at the National Juvenile Office and is managed country-wide by specially trained Gardai who are employed as full-time Juvenile Liaison Officers (JLO's). After the juvenile has been cautioned, the JLO may maintain contact with the offender and family for a specified period of time. It may also involve referring the juvenile to other statutory agencies, who are better placed to deal with the specific problems identified.



In 1999, some 7844 juvenile offenders were included in the programme and full details of how these incidents were managed are outlined later in this report.

The Garda Schools Programme has been operating since 1990 and administers the training, resourcing and support of Gardai involved nation-wide in implementing the Garda Schools Programme. Each Superintendent has responsibility for the proper implementation of the Programme, through Irish or English, within his/her District.

Expansion of the Garda Schools Programme is currently being researched, which may include the development of formal contact by Gardai with post-primary students in the area of drugs education, in order to support parents, teachers and the other agencies involved.