



Garda  
**Ombudsman**  
INQUIRY INDEPENDENCE IMPARTIALITY

GARDA SÍOCHÁNA OMBUDSMAN COMMISSION

# ANNUAL REPORT 2011





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Mr. Alan Shatter T.D.  
Minister for Justice, Equality & Defence,  
94 St. Stephen's Green,  
Dublin 2.

Dear Minister,

It is with pleasure that we forward to you the sixth Annual Report of the Garda Síochána Ombudsman Commission, to be laid before the Houses of the Oireachtas in accordance with section 80 of the Garda Síochána Act 2005.

The Report covers the period from 1<sup>st</sup> January 2011 to 31<sup>st</sup> December 2011.

The Report also covers the period which saw the term of the first Ombudsman Commission end on December 11<sup>th</sup> 2011. Commissioners Dermot Gallagher, Chairman and Conor Brady did not wish to be considered for re-appointment. They made a valuable and lasting contribution as members of the founding Commission in establishing the organisation as a visibly independent and impartial agency which has respect for human rights as a core value. We wish them well in their futures.

Commissioner Carmel Foley was re-appointed and joined by Kieran FitzGerald and Simon O'Brien, who is Chairperson, on 12<sup>th</sup> December 2011. The new Commission is actively engaged in setting a statement of strategy to build on the work done by its predecessors.

This Report shows the Commission to be a busy agency. It also shows that awareness among the public of that work and confidence in the effectiveness of the Commission remains at a high level.

We would like to acknowledge the cooperation, courtesy and support of officials of your Department throughout 2011.

We would also like to acknowledge the courtesy and active engagement of the Garda Commissioner and his officers in dealing with matters of mutual interest.

The Commission has continued its ongoing dialogue with the staff associations of the Garda Síochána. These have been informative, frank and of considerable assistance to the Commission. We are appreciative of the willingness of the staff associations to maintain this relationship.

There are many other agencies whose cooperation is crucial to the effective discharge of the Commission's duties. We would like to thank all of them for their professionalism and cooperation, including the Courts Service, the Coroners Service, the Office of the Director of Public Prosecutions, the Chief State Solicitor's office, the State Pathologist's Office and the Forensic Science Laboratory.

The Commission also interacted with representatives of various interests, including minorities, victims of crime, ethnic groups, the education of young people. We would like to thank in particular the Human Rights Commission, the Health Service Executive, the Probation Service, the Irish Council of Civil Liberties and Youthreach.

In common with other agencies, the Commission was very conscious of the budgetary environment in which it operated during 2011. The staff demonstrated commendable flexibility, imagination and commitment to quality in responding to the various challenges presented. The Commission is very appreciative of the professionalism and enthusiasm of its colleagues. We, as a new Commission, feel privileged to work alongside them.

Yours sincerely,



Simon O'Brien, Chairman



Kieran FitzGerald, Commissioner



Carmel Foley, Commissioner

**GARDA SÍOCHÁNA OMBUDSMAN COMMISSION**  
**6<sup>th</sup> ANNUAL REPORT**

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## Acronyms

|        |  |
|--------|--|
| AIO    | Assistant Investigating Officer                      |
| AST    | Administrative Support Team                          |
| C&AG   | Comptroller and Auditor General                      |
| CCTV   | Closed Circuit Television                            |
| CMS    | Case Management System                               |
| COU    | Corporate Organisation Unit                          |
| DMR    | Dublin Metropolitan Region                           |
| DJ&E   | Department of Justice and Equality                   |
| DPP    | Director of Public Prosecutions                      |
| ECF    | Employment Control Framework                         |
| EPAC   | European Partners Against Corruption                 |
| FLO    | Family Liaison Officer                               |
| GSIO   | Garda Síochána Investigating Officer                 |
| GSOC   | Garda Síochána Ombudsman Commission                  |
| HSE    | Health Service Executive                             |
| ICT    | Information and Communication Technology             |
| IO     | Investigating Officer                                |
| IPCC   | Independent Police Complaints Commission             |
| IR     | Informal Resolution                                  |
| kWh    | kilowatt hour  |
| LEOBAB | Law Enforcement Oversight Bodies Accreditation Board |
| MWh    | Megawatt hour  |
| NACOLE | North American Civilian Oversight of Law Enforcement |
| OPONI  | Office of the Police Ombudsman for Northern Ireland  |
| PCCS   | Police Complaints Commission for Scotland            |
| PMDS   | Performance Management and Development System        |
| PQ     | Parliamentary Question                               |
| SIO    | Senior Investigating Officer                         |
| UK     | United Kingdom                                       |



## **Executive Summary**

This Report relates to the activities of the Garda Síochána Ombudsman Commission (GSOC) during the period from 1<sup>st</sup> January to 31<sup>st</sup> December 2011, inclusive. Chapter 1 covers the receipt of complaints from members of the public and GSOC's response to those, referrals from the Garda Commissioner and investigations undertaken by GSOC. Chapter 2 contains case summaries of incidents that have come to GSOC's attention. Chapter 3 deals with the statutory duty to promote public confidence in the system for resolving complaints. Chapter 4 outlines the various administrative activities of the organisation.

In 2011, GSOC received 2,275 complaints from members of the public, of which 896 were deemed inadmissible. The complaints contained 6,230 allegations of misconduct by gardaí of which 1,424 were deemed inadmissible. The reasons for inadmissibility varied from complaints being outside the statutory six-month time limit, or relating to the general control and direction of the Garda Síochána, to being of such a minor nature as to be deemed by GSOC to be frivolous or vexatious. 'Vexatious', in this context, should not necessarily be taken to mean mischievous or malign, but that, generally, the complaint was made without sufficient grounds.

Of the allegations received, the four most prominent types were abuse of authority (39%), neglect of duty (26%), discourtesy (12%) and non-fatal offence (11%). The most prominent factors relating to situations which gave rise to complaints were arrest (23%), investigation (18%) and road policing (15%). The most prominent locations of interactions which gave rise to complaints were public place (35%), garda custody (22%) and domestic residence (18%).

Predominantly, complainants to GSOC were male (70%), Irish (84%) and aged 18-30 (33%). Complaints were received relating to each Garda Division. The ranks most complained about were Garda (63%) and Sergeant (9%). At the time of reporting, the rank of 22% of gardaí about whom complaints were made was unknown.

The Garda Commissioner referred 90 incidents to GSOC under section 102(1) of the Garda Síochána Act 2005 (“the Act”). Of these 46% related to road traffic incidents. Referrals under this section involved 23 fatalities.

GSOC commenced the year (2011) with three investigations ongoing under section 102(4), i.e. these investigations were opened in the public interest. One new investigation under this section was opened during 2011. GSOC, therefore, concluded 2011 with four investigations open under section 102(4) of the Act.

Chapter 3 outlines work undertaken in furtherance of GSOC’s statutory duty to promote public confidence. GSOC commissioned Millward Brown Lansdowne to conduct a survey of public attitudes. While this was initiated in 2011, the fieldwork was completed in early 2012 so as to reflect the entirety of 2011. The results show that the public’s awareness of GSOC is at a high level. There is a belief that garda misbehaviour exists, that independent investigation is necessary and the majority of people view GSOC as an effective organisation.

GSOC also completed the second full year of its “Complainant Profile” which is designed to assist GSOC to understand whether certain categories of person are more likely to make a complaint about alleged garda actions. Overall, the findings suggest that complainants to GSOC are not drawn generally from categories of greatest social disadvantage.

Outreach, both to the public and the gardaí, was continued throughout the year. GSOC staff ran seminars with targeted demographics based on the received caseload. Staff also ran seminars, at the invitation of the Garda College, Templemore, with students and gardaí of varying rank. These were a useful two-way exchange of information and views.

GSOC dealt with 1,874 queries during the year. Of these, 18 were data access requests; 428 were substantive media questions; 38 were Parliamentary Questions; 29 were from State agencies; 64 were from members of the public relating to GSOC’s role and 1,297 were case-related. The GSOC website received over 23,500 visits during 2011.

GSOC maintained international contacts through participation in some overseas conferences as well as hosting several delegations that wished to be briefed on Ireland's oversight model. There was regular ongoing dialogue with the police oversight bodies in England and Wales, Northern Ireland and Scotland.

Chapter 4 outlines the administration of GSOC. In 2011, GSOC was allocated a budget provision of €9,242,000, from monies voted to the Department of Justice and Equality (DJ&E). By year end 2011, total expenditure amounted to €8,509,040.81 comprising pay expenditure of €5,804,407.72 and non pay expenditure of €2,704,633.09.

Development of the Information and Communication Technology (ICT) infrastructure included ensuring savings through the sharing of networks; facilitation of remote working and increased security of the network.

Legal advice was provided by GSOC's in-house legal unit on various aspects of GSOC's corporate and operational work. This included advising on, and quality assuring, 18 files referred to the Director of Public Prosecutions (DPP) by GSOC during 2011 which related to 19 members of the Garda Síochána and two persons who were not gardaí. The DPP directed prosecution in eight cases relating to seven members of the Garda Síochána and two who were not gardaí. Six of these cases were before the courts as of 31<sup>st</sup> December 2011. Thirteen cases which had been forwarded to the DPP in previous years also came before the courts in 2011.

GSOC's library handled in excess of 340 queries in 2011 in relation to investigative, legal and research issues. GSOC maintained its membership of the European Society of Criminology and the Association for Criminal Justice Research and Development and continued its collaboration with the equivalent police oversight bodies in Northern Ireland, England and-Wales and Scotland on identifying research synergies.

Relevant returns from all appropriate post holders were submitted in a timely manner in order to meet the statutory requirements arising from the *Ethics in Public Office* and *Standards in Public Office* legislation.

## **CHAPTER 1: Complaints and Investigations**

### **1.1 Operations - overview**

The Operations Directorate has responsibility for the processing of all complaints and all the investigations arising from complaints, referrals from the Gardaí or as a result of a public interest matter.

The Directorate consists of three Units:

- Administrative Support Team (the AST);
- Casework Unit; and
- Investigations Unit.

During 2011, established practices were re-examined to find increased efficiencies and better use of resources. Existing resources such as the Case Management System (CMS) were also re-examined and given renewed focus in the drive for improved efficiency. This led to several significant Directorate wide initiatives, including a File Management Review Project which developed the increased use of electronic documentation and a centralised electronic capture of material gathered in relation to the investigation or supervision of cases.

The standardised work load patterns that began to emerge in 2010, following the removal of backlogs of cases, are now well established. A more manageable work flow and increased confidence in the systems and decision making required for the processing of complaints has led to improved turn over times. This has meant that despite no significant reduction in the number of complaints received in 2011 (when compared to previous years), as well as reductions in staffing levels, the levels of files awaiting processing for admissibility at any given time are at their lowest since the inception of the organisation.

As in 2010, Designated Officers (and to a significant extent, Case Officers) of the Operations Directorate were required to attend court proceedings on a frequent and extended basis.

### Staff development

Focusing on increased communication and efficiency, the Operations Directorate, working with the Administration Directorate, introduced bi-monthly training events throughout 2011. The training inputs were mostly generated in-house and provided an opportunity to address key issues at little or no cost to the organisation in an economically advantageous manner. One such key issue was the use of the CMS. Several inputs over the year related to the need for improved interaction with the CMS across the Directorate. The benefits of the programme of events have already manifested themselves in improved use of the CMS and an increase in the frequency and quality of the data input onto the system. This in turn has led to an improvement in GSOC's ability to measure and report more accurately the work of the Operations Directorate.

As well as the intra-Directorate training provided by the bi-monthly events, each Unit within the Operations Directorate made a significant and focused commitment towards the development of staff throughout the year.

#### **1.1.1 Administrative Support Team**

The Administrative Support Team (AST) is managed within the Casework Unit for the benefit of the entire Operations Directorate. Its role and function have grown and been enhanced since the introduction of this Team in 2009 to streamline the efficiency of the Directorate as a whole.

In 2011, staff from the AST fully supported Investigative teams by assisting in the preparation for, and presentation of, court cases as they arose. The ability to establish temporary office facilities for the duration of Court proceedings and to assign dedicated resources to coordinate the logistical management, document storage and exhibit presentation greatly assisted in the professional presentation of the court cases.

The AST, as the hub of information transfer within the Operations Directorate, has worked towards greater efficiency and improved accountability of systems. As the lynchpin in the processes by which a case progresses through the statutory framework of the Garda Síochána Act

2005 from receipt to closure, members of the AST have also been required to attend court to provide sworn evidence in trials in evidence of these processes.

To enhance the efficiency of GSOC's regional operations, a permanent AST resource has now been established to provide administrative support for the Cork office.

### **1.1.2 Casework Unit**

Casework staff members receive complaints from members of the public and also deal with the large number of queries received. As the Casework staff members are the first introduction to the complaints process for many complainants, it is essential that they are adequately resourced and trained to ensure that an efficient and fair service is provided.

The aim of the Casework Unit is to provide a proportionate response to the needs of complainants and to deal with each case in the most efficient and appropriate manner possible.

The Casework Unit can process a complaint in one of three ways. They can manage and finalise the complaint or query within the Casework Unit, refer the complaint to the Garda Síochána for unsupervised investigation as a possible breach of discipline or they can refer the complaint to the Investigations Unit within the Operations Directorate which will either conduct an investigation or supervise the conduct of a Garda investigation into the matter.

GSOC recognises that accessibility is one of the key components of a successful police complaint system and the Casework Unit facilitates the receipt of complaints from a variety of sources. Complaints are received through correspondence, via the telephone, by e-mail, on-line via the GSOC website or through interviews with individuals who attend the GSOC office in person. Irrespective of the method in which a complaint is received, processing of the complaint commences immediately as all complaints are presented at a Screening Meeting within 24 hours of receipt.

In 2011, Casework Managers undertook several major initiatives to improve efficiency and customer service. One of these, the File Management Review Project, looked at the workflow

and processing of complaints files and identified significant savings in efficiency and resources. By the end of 2011, a pilot project in relation to increased use of electronic case files and electronic storage of documentation relating to files had commenced. It is expected that the Project will result in efficiency savings and also contribute to a greener working environment.

Casework Managers sought the direct assistance of Garda Strategy, Training & Professional Standards Unit at Garda Headquarters to address delays in completion of unsupervised investigations carried out by Garda Síochána Investigating Officers (GSIOs). Some progress was made and it is intended to continue engagement on an individual basis with GSIOs during 2012 with a view to bringing investigations to a speedy and appropriate end.

### **1.1.3 Investigations Unit**

The Investigations Unit of the Operations Directorate investigates allegations against garda members that appear to involve criminal offences, including the investigation of referrals of incidents where the conduct of a garda member may have resulted in death of, or serious harm to, a person.

In disciplinary matters the Investigations Unit can conduct its own investigation or supervise, in the public interest, investigations undertaken by the Garda Síochána.

Staff members of the Investigations Unit also investigate matters where the Ombudsman Commission decides that an investigation is desirable in the public interest. Although such investigations are few in number, they have a significant impact on the resources of the Investigations Unit.

In 2011 due to resignation of several members of staff, the Investigations Unit was reduced from eight teams to seven. Considerable effort has gone into ensuring that this reduction in teams has not led to a reduction in investigative capacity or impacted in other areas such as timeliness of investigations.

Of the remaining teams, five are based in the Dublin Office whilst there is one team based in Cork and another in Longford.

Each team is led by a Senior Investigating Officer (SIO) and typically is made up of two Investigating Officers (IOs) and one Assistant Investigating Officer (AIO).

#### **1.1.4 Criminal Prosecutions**

In 2011, GSOC's Designated Officers (i.e. Investigators) were involved in several criminal trials. Criminal prosecutions place a significant strain on the operational resources of the Investigations Unit.

#### **1.1.5 Coronial Inquests**

The preparation for, and presentation at, Coroners Inquests into deaths investigated by GSOC also represents a commitment of resources.

The responsibilities of GSOC in relation to inquests includes summoning and liaising with civilian and garda witnesses, assisting the families of the deceased and the presentation of evidence.

To encourage increased cooperation with the Coroners in all coronial jurisdictions, GSOC has established the role of Coroner's Liaison Officer, which is a strategic level posting held by an SIO. That SIO has liaised with the Coroner's Society to draft a Memorandum of Understanding between the two organisations. As part of this ongoing process an Ombudsman Commissioner and GSOC's Coroner's Liaison Officer attended the Coroner's Society Annual Conference in October 2011 and delivered a presentation on the work of GSOC in investigating deaths which are subject to a referral under section 102(1) of the Act.

## 1.2 Receipt of Complaints

Staff members who deal with pre-admissible cases have responsibility for taking and recording the receipt of complaints from members of the public and carrying out the administrative functions which are required following receipt of a complaint. They have daily interaction with the public in person and on the telephone. They are responsible for ensuring that sufficient information is obtained from complainants at the earliest opportunity so as to enable a decision to be made by GSOC on the admissibility of the complaint.

**Table 1.** Complaint receipt method

| <b>Complaint Receipt Method</b> | <b>Number</b> |
|---------------------------------|---------------|
| Online                          | 661           |
| Fax                             | 44            |
| Garda Station                   | 443           |
| Interviewed off site            | 7             |
| Post                            | 682           |
| Public Office                   | 299           |
| Telephone                       | 139           |
| <b>Total</b>                    | <b>2,275</b>  |

**Table 2.** Complaint throughput

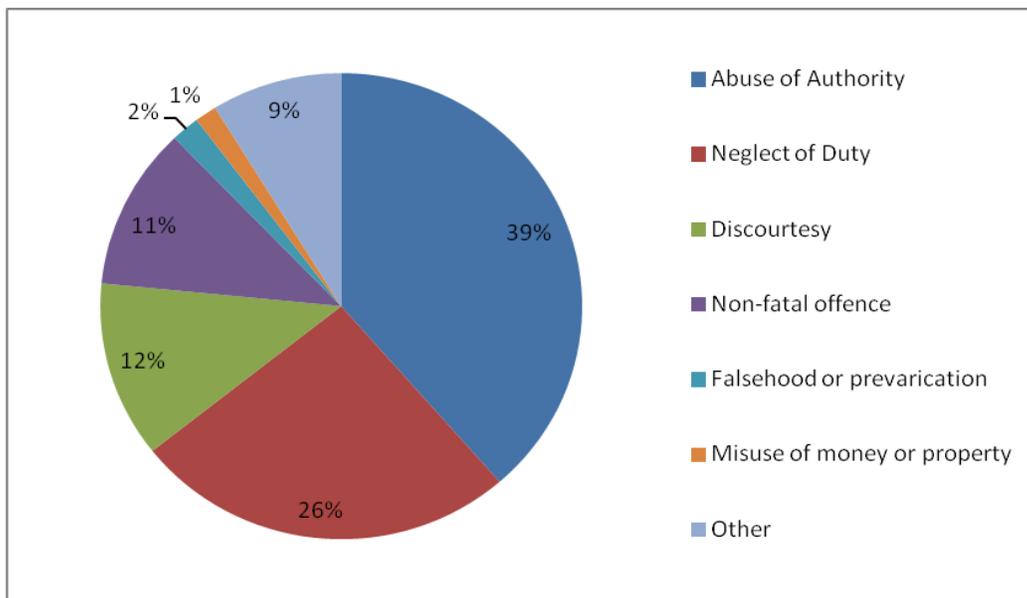
| <b>Complaint Throughput</b> | <b>Number</b> |
|-----------------------------|---------------|
| Received in 2011            | 2,275         |
| Closed in 2011              | 2,544         |
| On hand 31/12/11            | 1,170         |

### 1.3 Allegations

#### Type

Chart 1 below shows a breakdown of the main categories of allegation types received. The four most prominent types are abuse of authority, neglect of duty, discourtesy and non-fatal offences. The category of “other” includes a range of allegations such as accessory to the above, corrupt or improper practice, criminal damage, discreditable conduct, improper disclosure of information, intoxication, misuse of drugs, road traffic infringement and sexual offence.

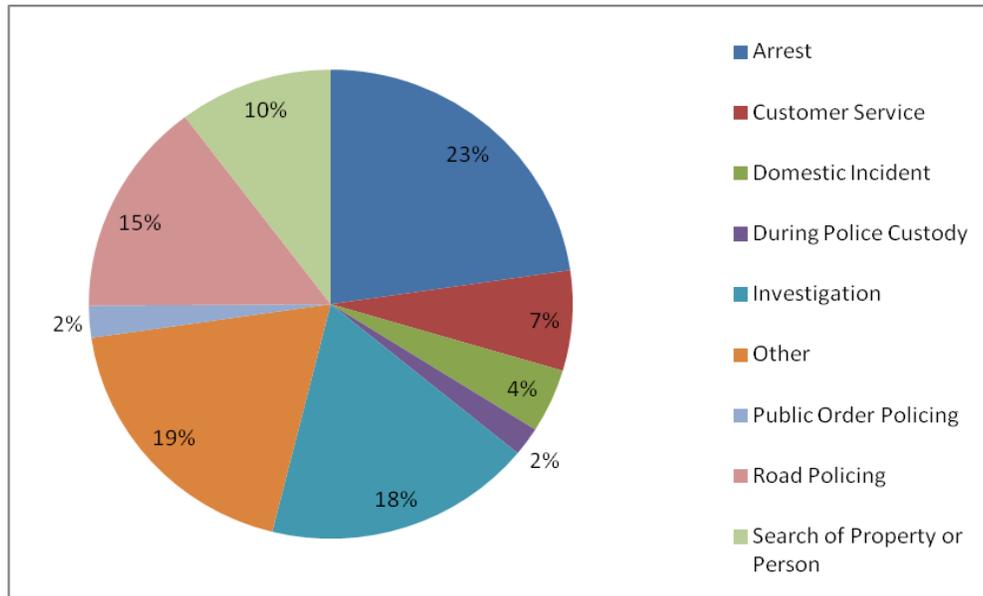
**Chart 1.** Allegation types



#### Factor

Factor is the main context in which the interaction took place which gave rise to the complaint. The most prominent factors were arrest, investigation and road policing (Chart 2). The category of “other” includes a range of factors such as civil matters, court proceedings, disclosure of information, immigration, property issues and public event.

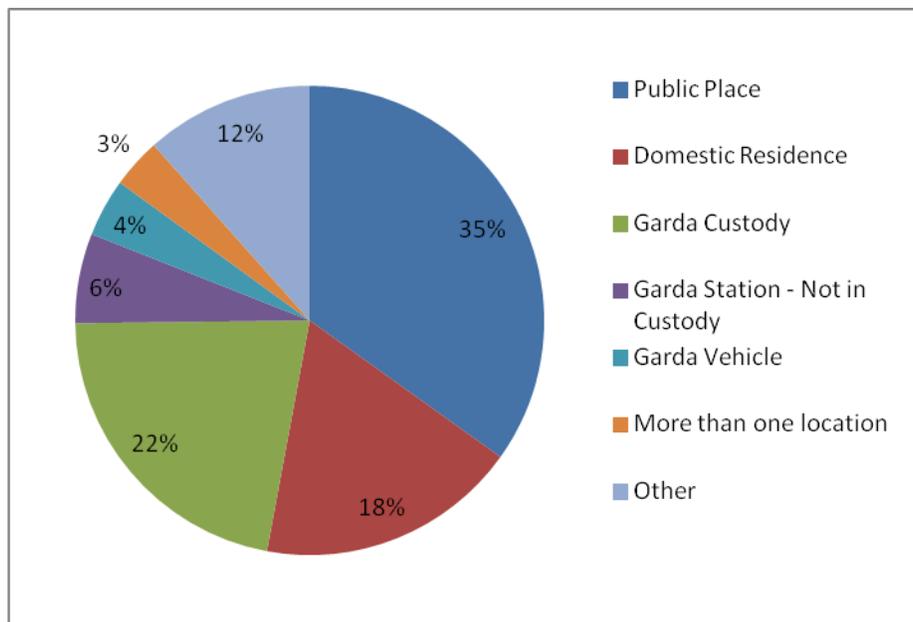
**Chart 2. Factor in complaints**



**Location**

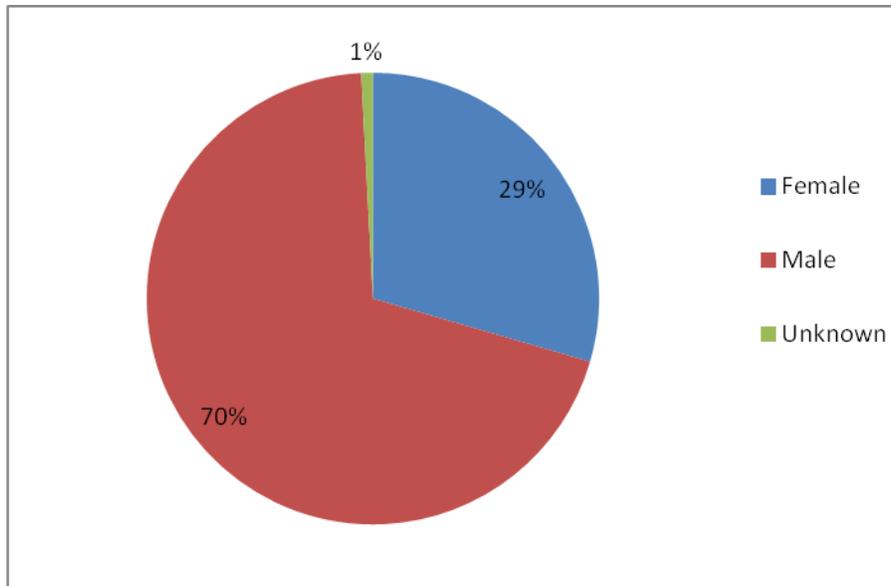
Location is the physical place in which the interaction which gave rise to the allegation took place. The most prominent locations were public place, garda custody and domestic residence (Chart 3). The category of “other” most commonly refers to a garda station, but not custody in a station.

**Chart 3. Allegation location**

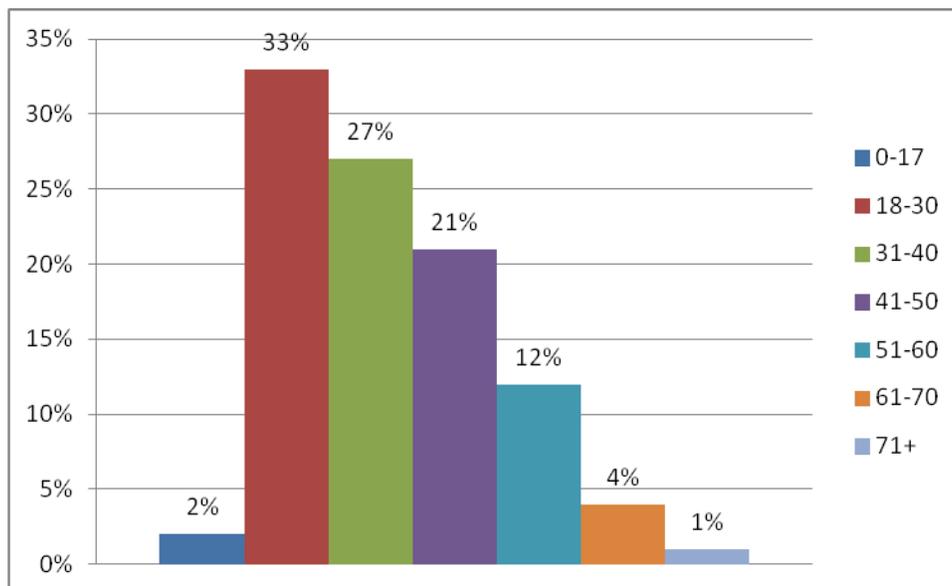


## 1.4 Complainants

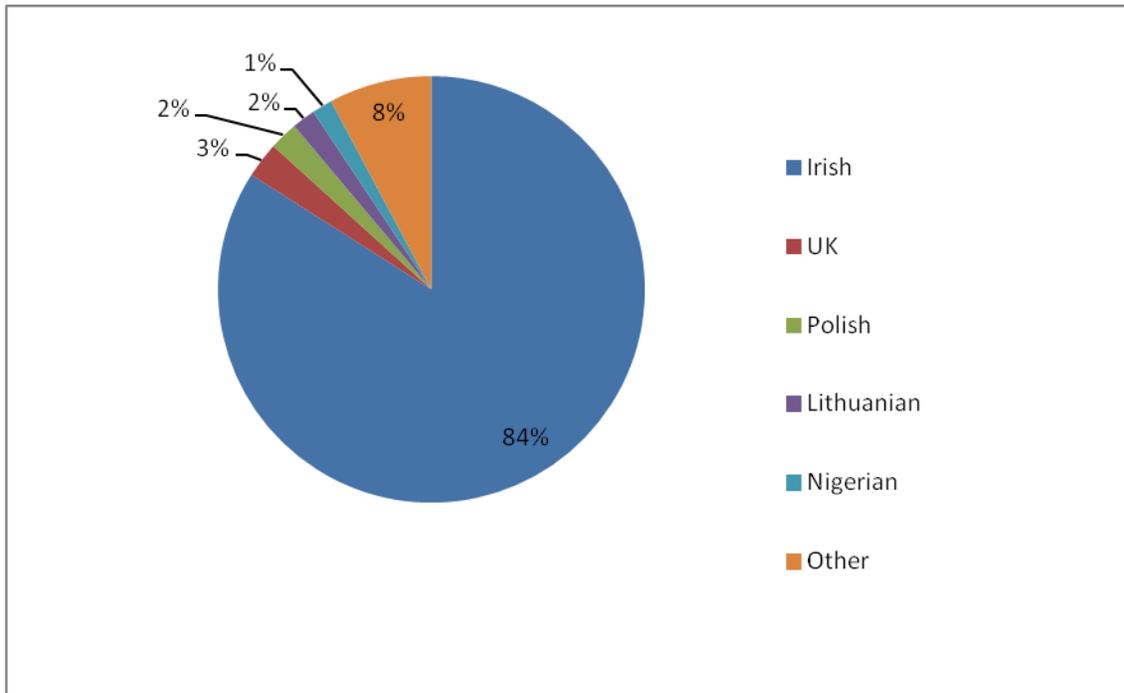
**Chart 4.** Complainant sex



**Chart 5.** Complainant age

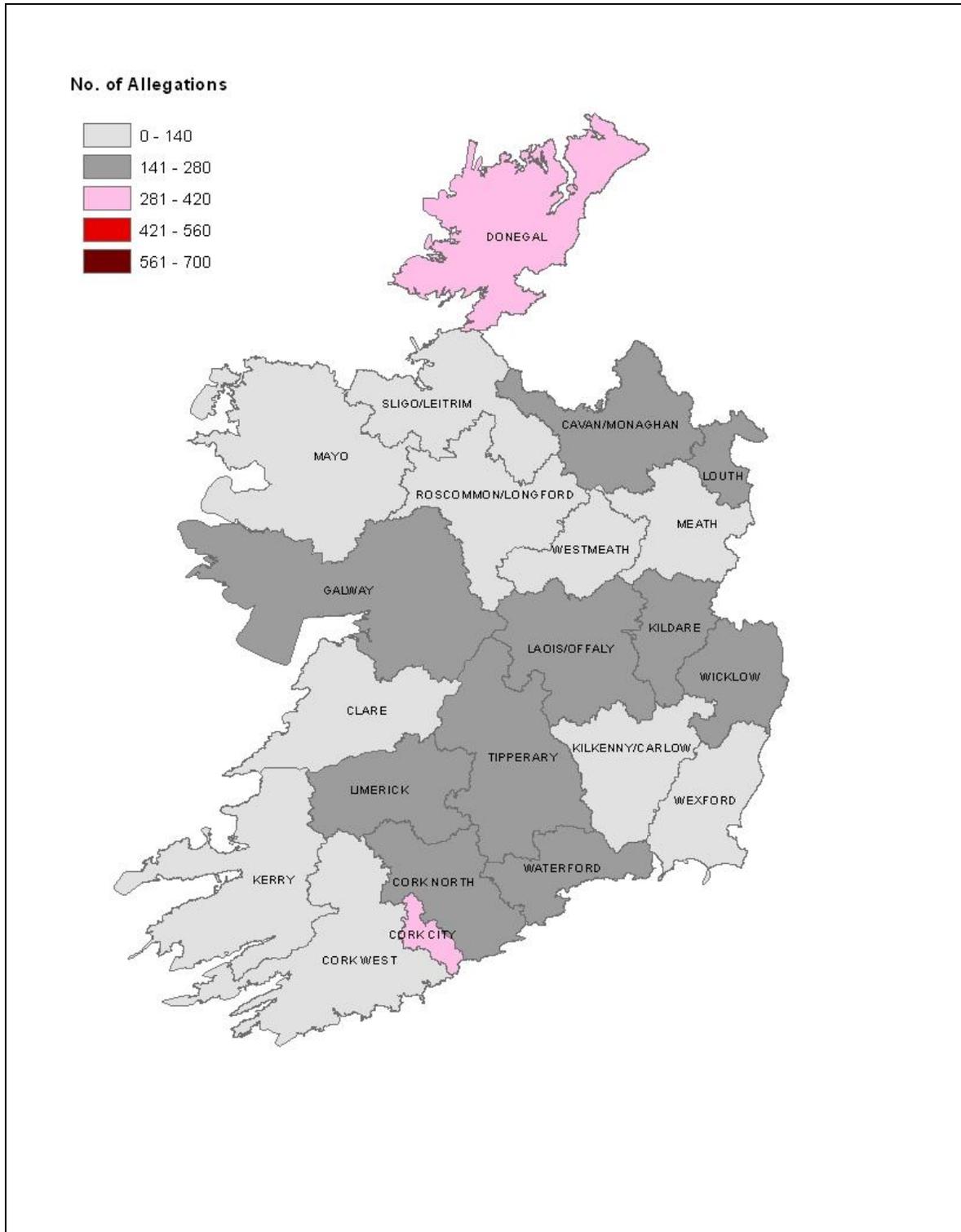


**Chart 6. Complainant nationality**



## 1.5 Gardaí who were subject to complaint

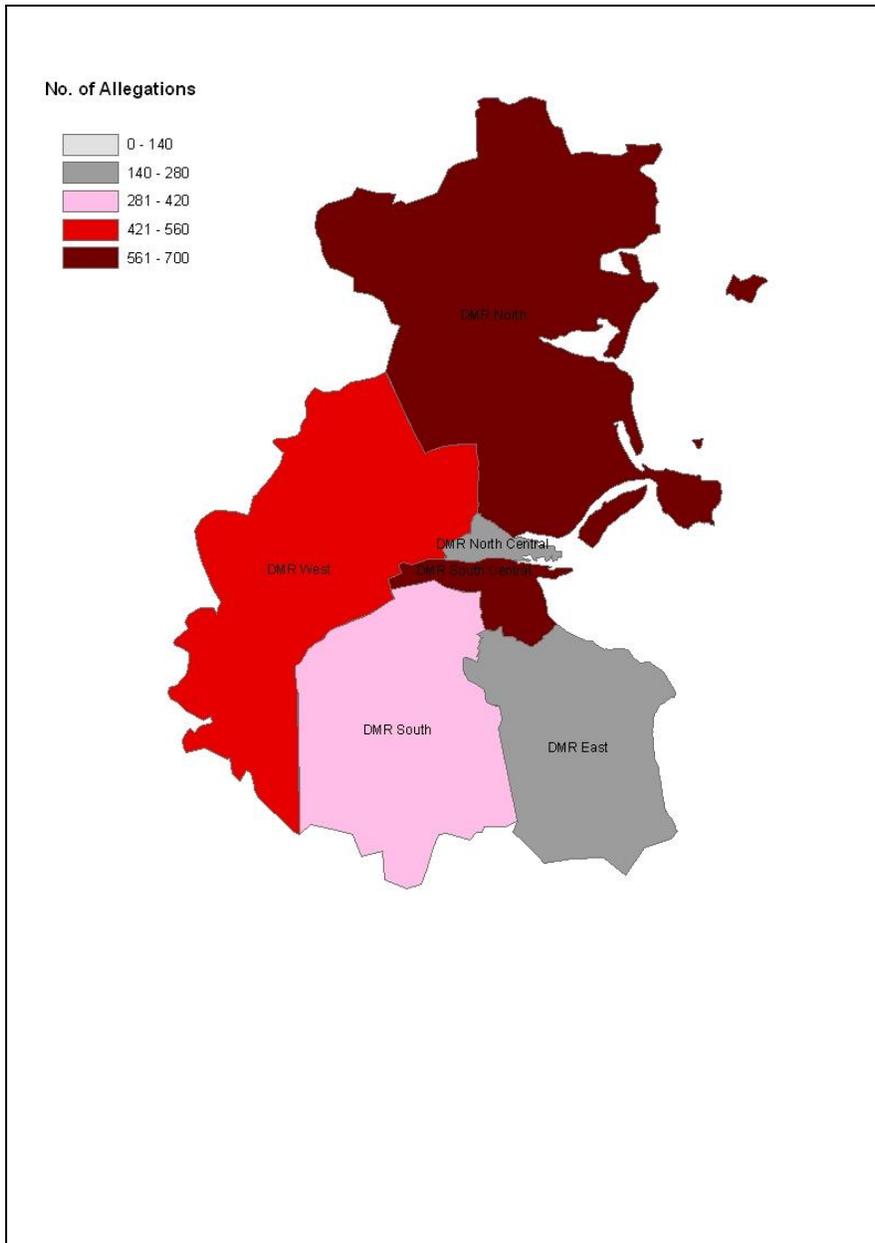
**Map 1.** Allegations per division excluding Dublin Metropolitan Region (DMR)



**Table 3.** Allegations per division excluding DMR

| <b>Division</b> | <b>Count</b> | <b>Division</b>    | <b>Count</b> |
|-----------------|--------------|--------------------|--------------|
| Cavan/Monaghan  | 153          | Limerick           | 266          |
| Clare           | 136          | Louth              | 142          |
| Cork City       | 313          | Mayo               | 133          |
| Cork North      | 184          | Meath              | 117          |
| Cork West       | 91           | Roscommon/Longford | 72           |
| Donegal         | 285          | Sligo/Leitrim      | 98           |
| Galway          | 164          | Tipperary          | 231          |
| Kerry           | 104          | Waterford          | 147          |
| Kildare         | 167          | Westmeath          | 62           |
| Kilkenny/Carlow | 109          | Wexford            | 130          |
| Laois/Offaly    | 150          | Wicklow            | 189          |

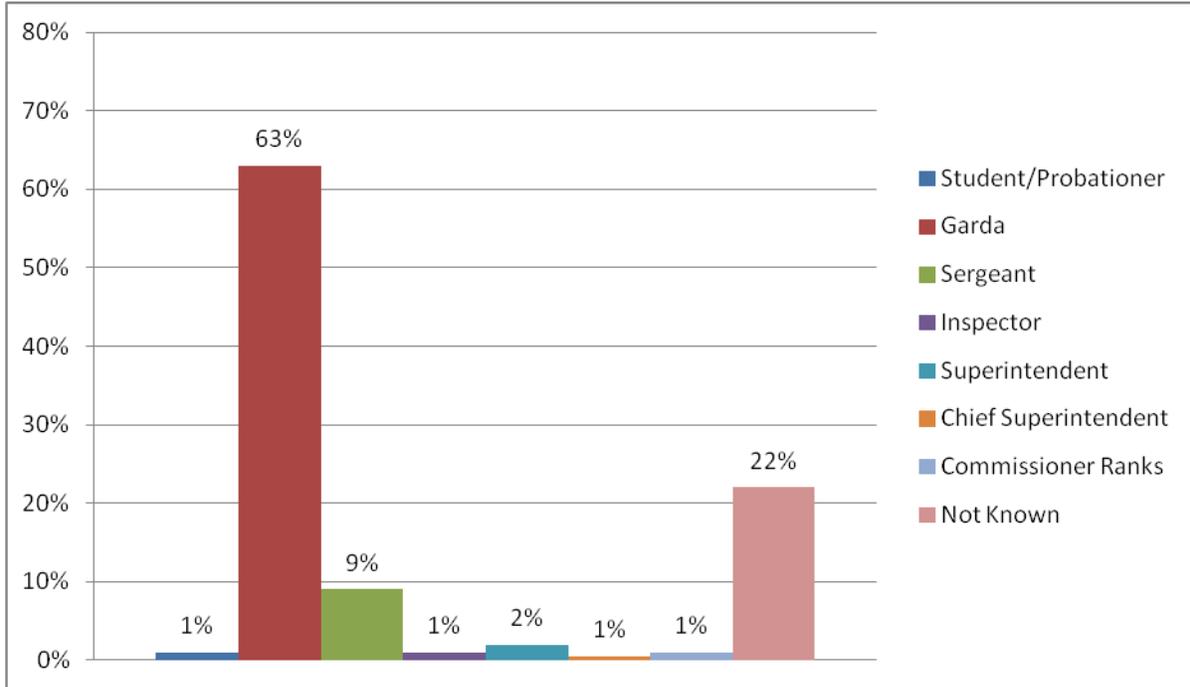
**Map 2.** Allegations per division – DMR



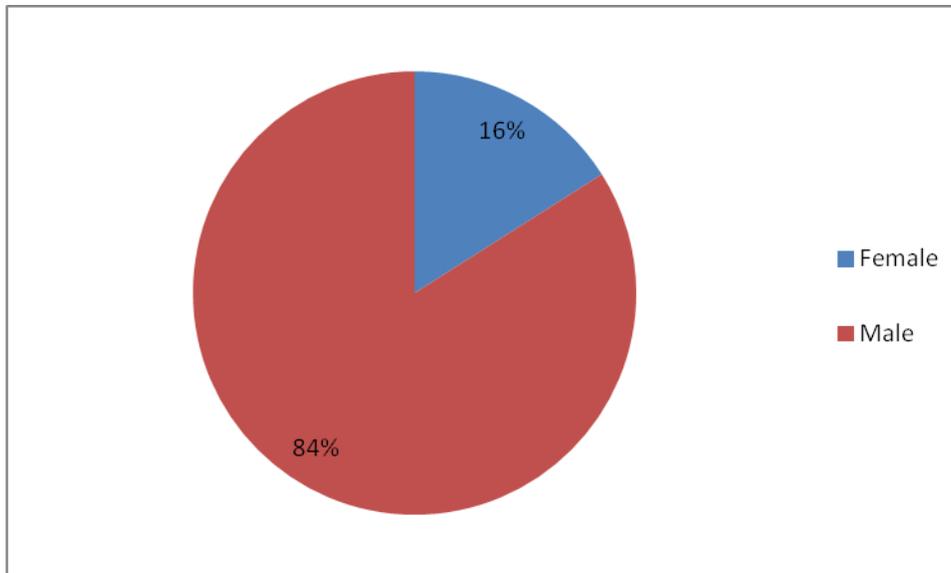
**Table 4.** Allegations per division - DMR

| <b>Division</b>      | <b>Count</b> |
|----------------------|--------------|
| D.M.R. East          | 164          |
| D.M.R. North         | 588          |
| D.M.R. North Central | 260          |
| D.M.R. South         | 311          |
| D.M.R. South Central | 672          |
| D.M.R. West          | 529          |

**Chart 7.** Rank of gardaí about whom complaints were made



**Chart 8.** Sex of gardaí about whom complaints were made



## **1.6 Response to Complaints and Referrals**

### **1.6.1 Admissibility**

Responsibility for recording the receipt of the initial complaints from members of the public falls to a team within the Casework Unit referred to as the “Pre-Admissibility” team. This team is responsible for ensuring that sufficient information is obtained from complainants concerning their complaint to allow an informed decision to be made on the admissibility of the complaint at the earliest opportunity.

Following receipt of the complaint, the Pre-Admissibility team interacts daily with members of the public who have lodged a complaint and with garda members who may be the subject of a complaint. They also carry out the administrative functions which are required following the receipt of a complaint.

In 2011, the Casework Unit reviewed its pre-admissibility process with a view to expediting consideration of complex complaints and, consequently, resources were realigned within the Unit.

Upon receipt, all complaints are screened by senior managers. Where a critical matter is identified, the case is fast tracked in order to facilitate an early response.

All other cases are assessed to establish whether there is sufficient information provided in the complaint, to allow for an admissibility decision to be made. In cases where there is adequate information provided by the complainant, admissibility decisions can be made quickly.

Following a review and re-design of the complaint form, referred to as the GSOC 1, a significant amount of information regarding the complaints process is now provided to the complainant, including the information required to allow GSOC to make a decision in relation to the admissibility of a complaint. It is hoped that this will enable further efficiencies in the processing of admissibility decisions.

The requirement for some Casework staff to attend court as witnesses in several trials throughout the year had a significant impact on the Unit's resources in terms of admissibility decisions during 2011. Efficiencies were maintained during the course of the year in respect of the processing of pre-admissible complaints to the extent that the number of cases (117) awaiting admissibility determinations at the end of 2011 was the lowest since GSOC was established.

In 2011, GSOC received 2,275 complaints (containing 6,230 allegations of misconduct by gardaí) from members of the public, of which 896 (containing 1,424 allegations) were deemed inadmissible.

The reasons for inadmissibility varied from complaints being outside the statutory six-month time limit, or relating to the general control and direction of the Garda Síochána to being of such a minor nature as to be deemed by GSOC to be frivolous or vexatious. "Vexatious", in this context, should not necessarily be taken to mean mischievous or malign but that, generally, the complaint was made without sufficient grounds.

The Pre-Admissibility team also manages the large number of queries received each year. In 2011, a total of 1,297 queries were received and processed by the Pre-Admissibility team.

### **1.6.2 Informal resolution**

Cases that are sent for Informal Resolution and those which are referred to the Garda Commissioner for an unsupervised investigation under section 94(1) of the Act are managed in the Casework Unit by a team referred to as the "Post-Admissibility" team.

Minor allegations of incivility or discourtesy are amongst the types of complaints that are dealt with by way of Informal Resolution (IR), under section 90 of the Act. These complaints generally represent what could be described as "customer service" issues and IR provides a mechanism whereby the grievance can be resolved without the need to carry out a full investigation or to engage a disciplinary process. As such, in IR issues are often resolved without the need to apportion "blame".

IR takes place through a process in which both the complainant and the garda member concerned are given an opportunity to express individually their concerns and to provide an account of the issues that have given rise to the complaint. Often the process can provide further information or perspective that may not have previously been possible.

In some cases at the conclusion of the IR process, it can be recorded that the matter has been resolved. In other cases where resolution has not been possible the case is considered to establish whether a formal investigation is required or whether the case can be discontinued in accordance with the Act on the grounds that to investigate the matter following the attempted IR would not be necessary or reasonably practicable. Where it becomes clear that a formal investigation is required, the case is forwarded to the gardaí for an unsupervised investigation.

In 2011, existing leaflets relating to the IR process were reviewed and revamped to meet the information needs of both the complainant and any garda member/s concerned better.

### **1.6.3 Section 94U - Unsupervised Garda investigation**

The Post-Admissibility (Resolution) team also has responsibility for the management of all complaints which are determined to be admissible and referred to the Garda Commissioner under section 94(1) of the Act for investigation by a GSIO under the Garda Síochána (Discipline) Regulations 2007.

The Post-Admissibility team liaise directly with the GSIO to ensure that these investigations are conducted within agreed timeframes as specified in the Protocol agreed between the Garda Commissioner and GSOC. The Post-Admissibility team also ensures that the complainant, the garda members concerned and all other relevant parties are notified of the outcome of the investigation.

Throughout 2011, GSOC Casework Managers liaised with the Garda Headquarters, and directly with GSIOs to ensure that a “proportionate” approach was taken in the investigation of unsupervised cases.

Regular audits by GSOC of the CMS allows for an efficient manner of identifying and addressing the causes of delay in unsupervised cases that may cause the investigation to fall outside the timelines agreed in Protocol agreed between the Garda Commissioner and GSOC for the investigation of section 94(1) cases.

#### Section 94(10) Reviews

GSOC's Casework Unit, on occasion, receives requests for the review of unsupervised investigations where the complainant has indicated that he/she is dissatisfied with the results of the unsupervised Garda investigation or with the results of any disciplinary proceedings instituted. The complainant can request such a review under section 94(10) of the Act at the conclusion of the Garda investigation. These reviews are conducted by GSOC's Investigations Unit.

On some occasions these reviews follow a lengthy investigation by gardaí that may have amassed considerable documentation and other evidence. This can mean that the review process is complex and lengthy.

Following a review under section 94(10) of the Act, GSOC has four available courses of action, as set out below:

- GSOC can conclude that an appropriate and proportionate investigation was conducted by the GSIO and direct that no further action be taken in the matter;
- GSOC can request that the Garda Commissioner review the investigation and report back any further action that the Garda Síochána proposes to take;
- GSOC can decide to investigate the complaint as a breach of discipline under section 95 of the Act; or
- GSOC can investigate any possible criminal offence under section 98 of the Act.

#### **1.6.4 Section 94S - Garda investigation supervised by GSOC**

The Investigations Unit supervises, in the public interest, matters referred to the Garda Commissioner for investigation as possible breaches of discipline.

The approach taken to the supervision of an investigation varies depending on the sensitivity of the issue which is the subject of a complaint, the needs of the complainant and any external issues that may have an impact on the investigation itself. As such some complaints require the minimum of supervision and others require a significant allocation of resources and time.

Where investigations are supervised by GSOC, its Designated Officers liaise closely with the GSIOs and endeavour to ensure that an appropriate investigation is conducted, that the investigation is completed in a timely manner and that the complainant and garda member(s) concerned are kept updated as to the progress and results of the investigation. Written supervision strategies, which provide a useful framework for the parameters and scope of the investigation, are agreed between GSOC and the GSIOs for each investigation.

#### **1.6.5 Section 95 Investigation**

The investigation by GSOC of any matter involving members of the Garda Síochána that would amount to a breach of discipline, as opposed to a criminal offence, can be conducted under section 95 of the Act.

Under section 95, an investigation into the circumstances is conducted in the usual way, but there is a statutory obligation on GSOC to allow both the complainant and the member(s) concerned to make submissions to GSOC, either in person or through a legal representative. In relation to the member(s), these submissions follow the service of a formal notice setting out the potential breach(es) and including disclosure of any relevant documentary evidence gathered during the course of the investigation.

Section 95 investigations can arise on foot of a complaint or referral, and also can be undertaken following an investigation of an offence under section 98, for example where the DPP has

directed no prosecution in a matter GSOC may examine the evidence and direct a section 95 investigation to be undertaken as to whether a breach of discipline had occurred.

### **1.6.6 Section 98 investigation**

As in 2010, the substantial workload of the Investigations Unit in 2011 necessitated a resolute focus on the proportionality of investigations undertaken and the efficient management of resources.

The wide range of the nature of the allegations that can be subject to investigation under section 98 requires that an investigations team be adept in the investigation of matters ranging from road traffic incidents to allegations of sexual assault. However, the more common allegations, and therefore the greater focus of investigative resources, relate to complaints of assault arising from public order incidents, arrests and searches.

Designated Officers frequently engage with members of the public in difficult and stressful circumstances. Similarly, the Designated Officers are called upon to liaise with garda members who may have been involved in a traumatic incident and which is now the subject of a complaint or referral. In all such instances, a balanced and sensitive approach is important, especially where a death has occurred.

During 2011, the continued use of our regional offices in Longford and Cork greatly contributed to the efficiency of the organisation and to the focussed use of available resources. It had the beneficial effect of reducing travel costs and expenses. An increased focus on the proportionality of investigations undertaken assisted in streamlining practices within the Investigations Unit. Designated Officers have also moved towards a greater reliance on electronic communication with both the Garda Síochána and complainants in order to increase the speed and efficiency of the service and to reduce costs further.

In 2011, GSOC closed 2,544 cases containing 7,076 allegations. The table below outlines the outcomes of these cases.

**Table 5.** Outcomes of complaints closed in 2011

| <b>Outcome</b>  | <b>Count</b> |
|---|--------------|
| Advice  | 74           |
| Allegation Withdrawn  | 398          |
| Caution   | 28           |
| Further investigation not necessary or reasonably practicable           | 2,199        |
| Garda Discipline Regulations no longer apply to member                  | 4            |
| Garda Commissioner identified no breach of Garda Discipline Regulations | 1,553        |
| GSOC identifies no misbehaviour by member following s.98                | 702          |
| Inadmissible  | 1,882        |
| Informally Resolved   | 38           |
| Non cooperation by complainant  | 129          |
| Reduction in pay not exceeding 2 week's pay                             | 33           |
| Reduction in pay not exceeding 4 week's pay                             | 1            |
| Referred to DPP - No Prosecution Directed                               | 13           |
| Referred to DPP - Prosecution Directed                                  | 4            |
| Reprimand   | 12           |
| Warning   | 6            |
| <b>Total</b>  | <b>7,076</b> |

### **1.7 Referrals under section 102(1)**

The Investigations Unit provides a permanent 24 hour “on-call” facility to respond to, and investigate, all referrals received from the Garda Commissioner under section 102(1) of the Act where the conduct of a garda member may have led to the death of, or serious harm to, a person.

The “On-Call” team is led by a Senior Investigating Officer (SIO) who is the recipient of referrals from gardaí of Superintendent rank delegated by the Garda Commissioner to make such referrals on his behalf. The team is available for an immediate investigative response to any incident that is referred throughout Ireland and consists of the SIO, two Investigating Officers and an Assistant Investigating Officer. The capacity of the On-Call team to receive and respond to referrals is augmented and supported by a “back-up” team, which also provides a 24 hour on-call response, consisting of a Senior Investigating Officer and an Investigator.

When a referral is received, it is first examined by the SIO under section 91 of the Act to ascertain whether the appropriate investigative response is a criminal or disciplinary investigation.

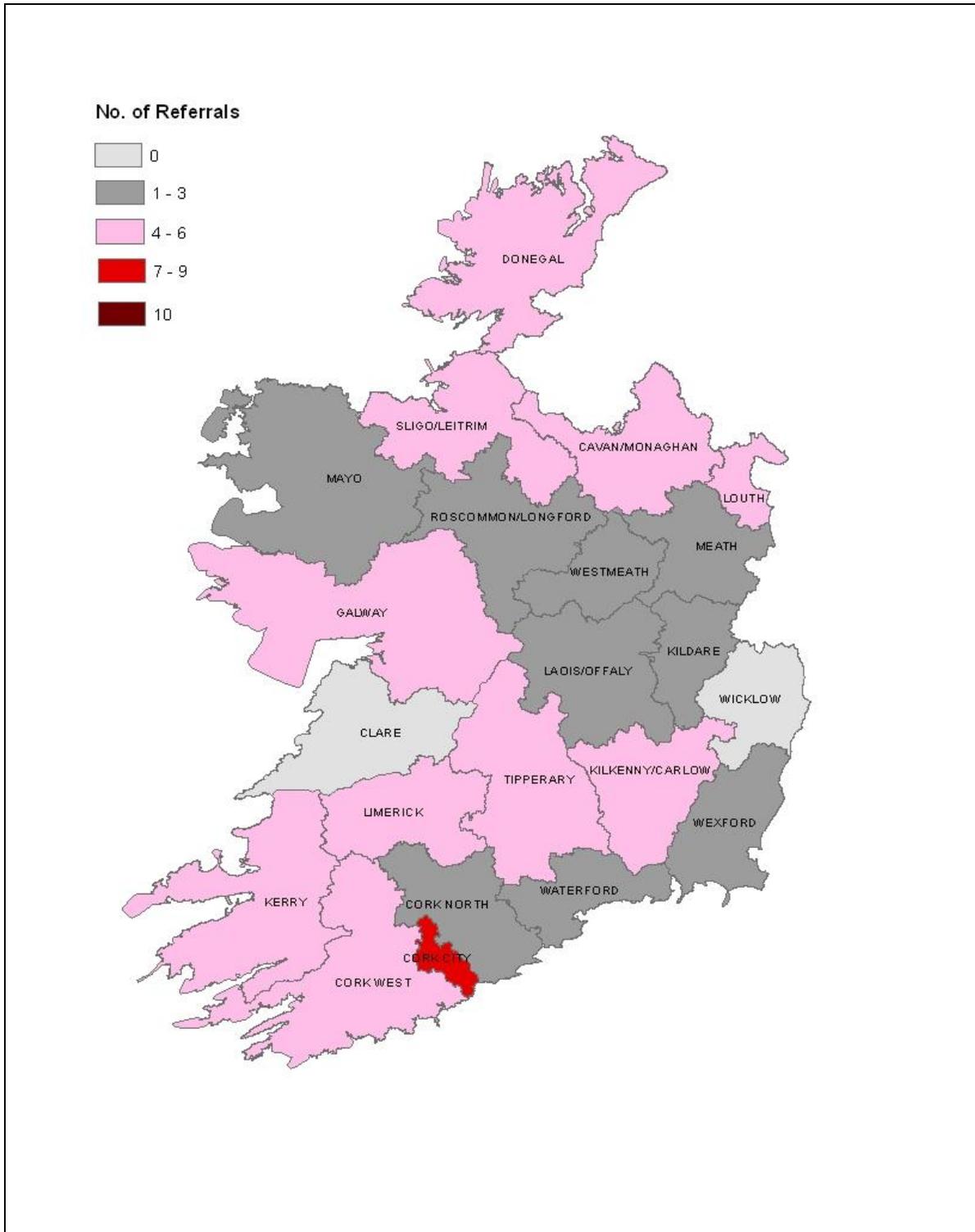
Should the SIO require an immediate designation of powers, the Director or Deputy Director of Investigations is available at all times to receive a briefing on any referral and provide a direction if necessary.

In 2011, the On-Call team received 90 such referrals from the Garda Síochána which represents a reduction of 10% on the referrals received in 2010. However, of the 90 referrals in 2011, there were 23 fatalities that required an investigative response from GSOC representing an increase of 53% on the number of referrals involving fatalities in 2010.

To involve the family of the deceased in the investigative process, a specialist investigator is deployed in the role of Family Liaison Officer (FLO) to engage with the family of the deceased, to liaise with them and to assist them throughout the course of the investigation. The FLO's job is to ensure that the family of the deceased is sufficiently informed of the progress of the investigation and to work with the SIO to deliver the results of the investigation to the family.

A GSOC investigation into a death can involve several processes. These can include a criminal enquiry into the circumstances that resulted in the loss of life, a disciplinary inquiry should any misconduct issues arise during the investigation and ultimately, GSOC's investigators may assist the Coroner in the coronial process. As such, the investigation of section 102 referrals where a death has occurred represents one of the most significant areas of work undertaken by the Investigations Unit.

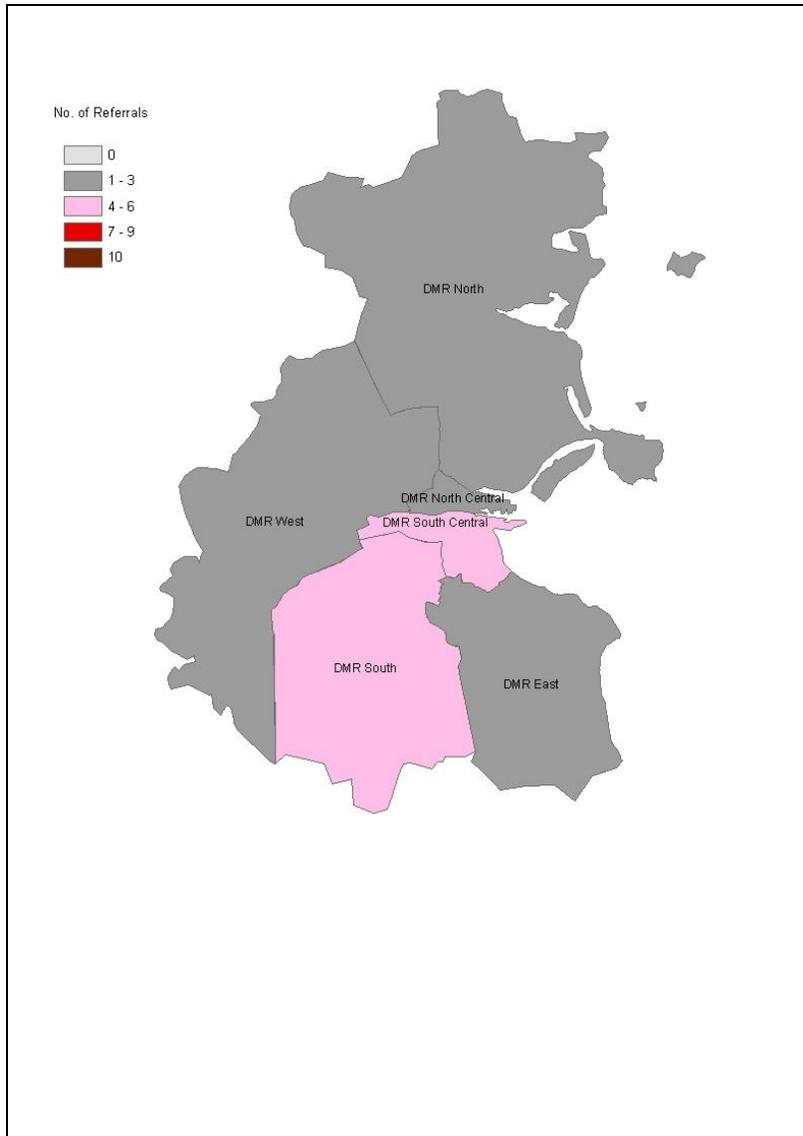
**Map 3. Referrals per division excluding DMR**



**Table 6.** Referrals per division excluding DMR

| <b>Division</b> | <b>Count</b> | <b>Division</b>    | <b>Count</b> |
|-----------------|--------------|--------------------|--------------|
| Cavan/Monaghan  | 5            | Limerick           | 6            |
| Clare           | 0            | Louth              | 4            |
| Cork City       | 7            | Mayo               | 2            |
| Cork North      | 1            | Meath              | 3            |
| Cork West       | 4            | Roscommon/Longford | 1            |
| Donegal         | 6            | Sligo/Leitrim      | 4            |
| Galway          | 4            | Tipperary          | 4            |
| Kerry           | 4            | Waterford          | 2            |
| Kildare         | 2            | Westmeath          | 3            |
| Kilkenny/Carlow | 4            | Wexford            | 1            |
| Laois/Offaly    | 3            | Wicklow            | 0            |

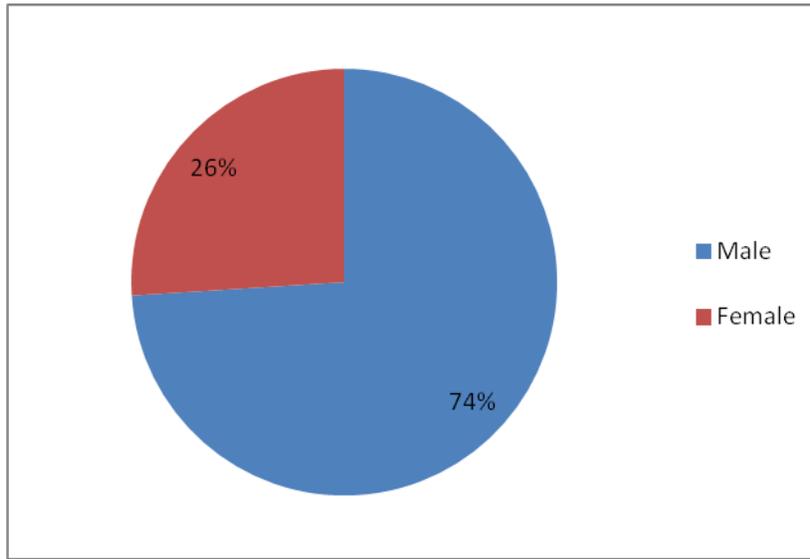
**Map 4. Referrals per division – DMR**



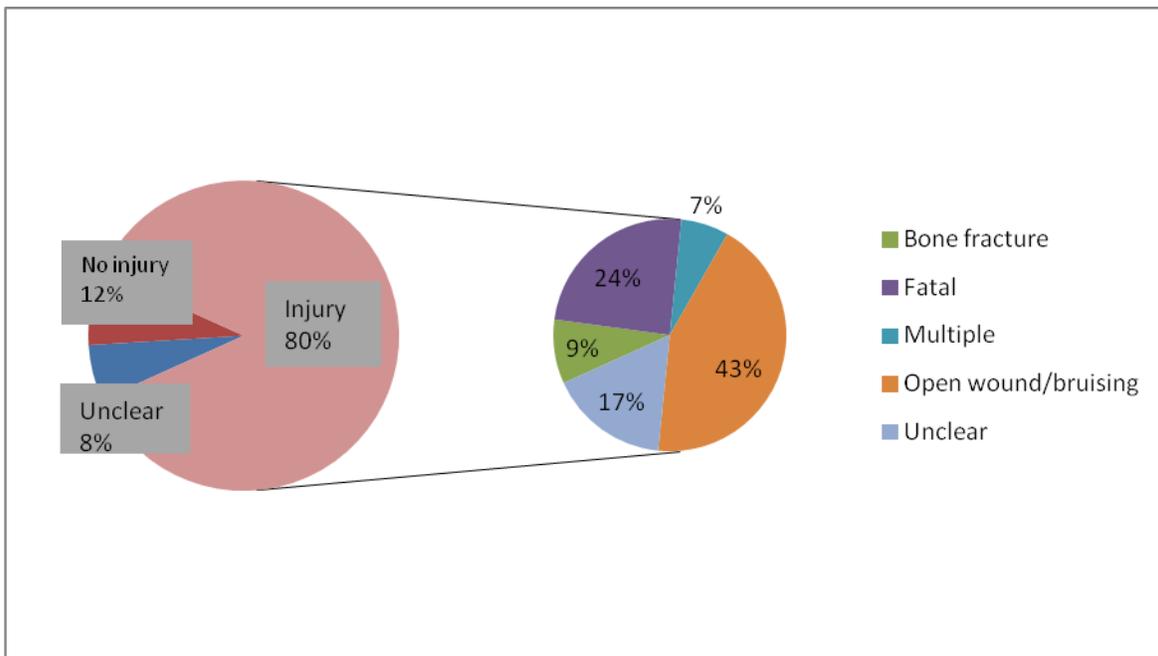
**Table 7. Referrals per division- DMR**

| <b>Division</b>      | <b>Count</b> |
|----------------------|--------------|
| D.M.R. East          | 1            |
| D.M.R. North         | 3            |
| D.M.R. North Central | 3            |
| D.M.R. South         | 6            |
| D.M.R. South Central | 5            |
| D.M.R. West          | 2            |

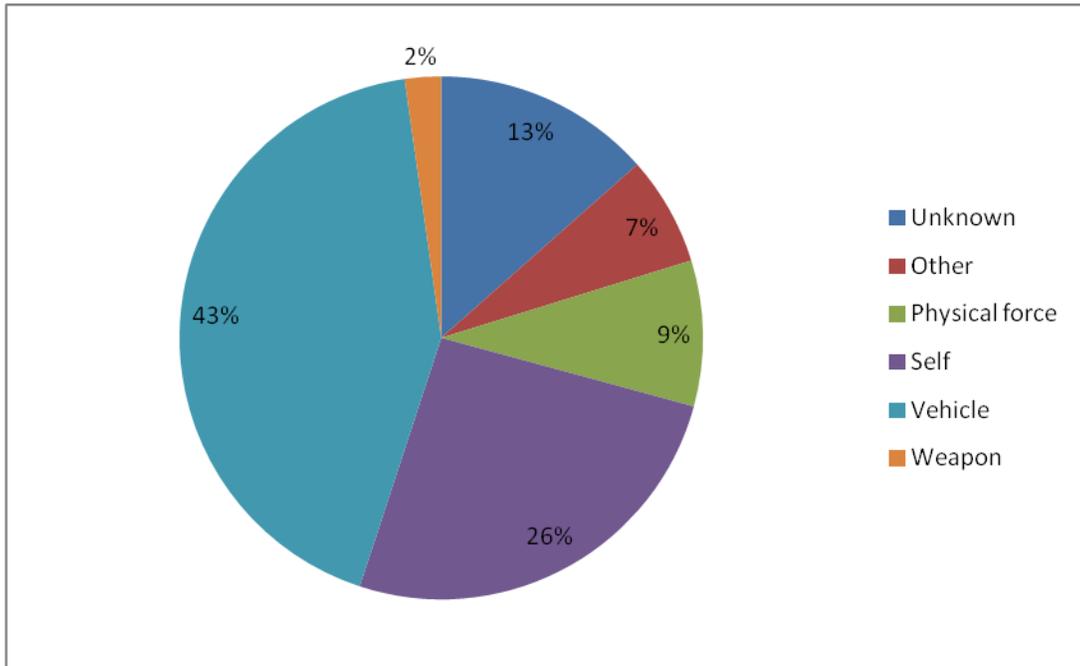
**Chart 9. Sex of non-garda injured party**



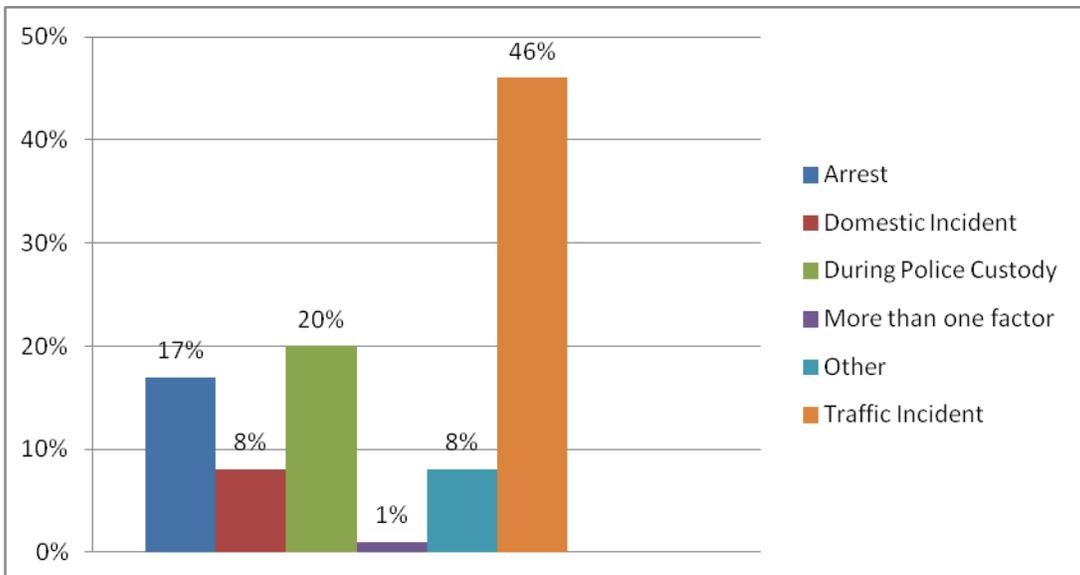
**Chart 10. Injuries sustained and nature of injuries**



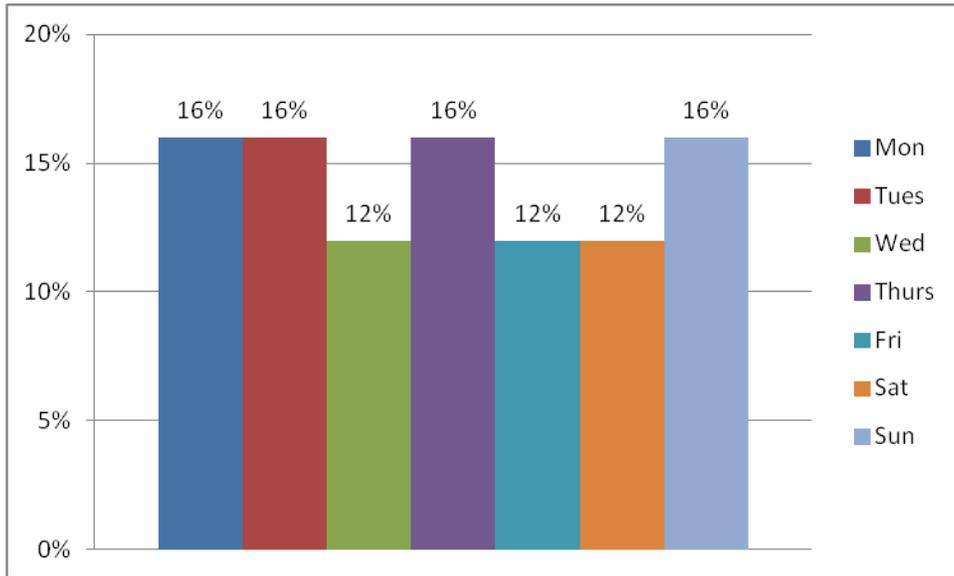
**Chart 11. Method by which injury sustained**



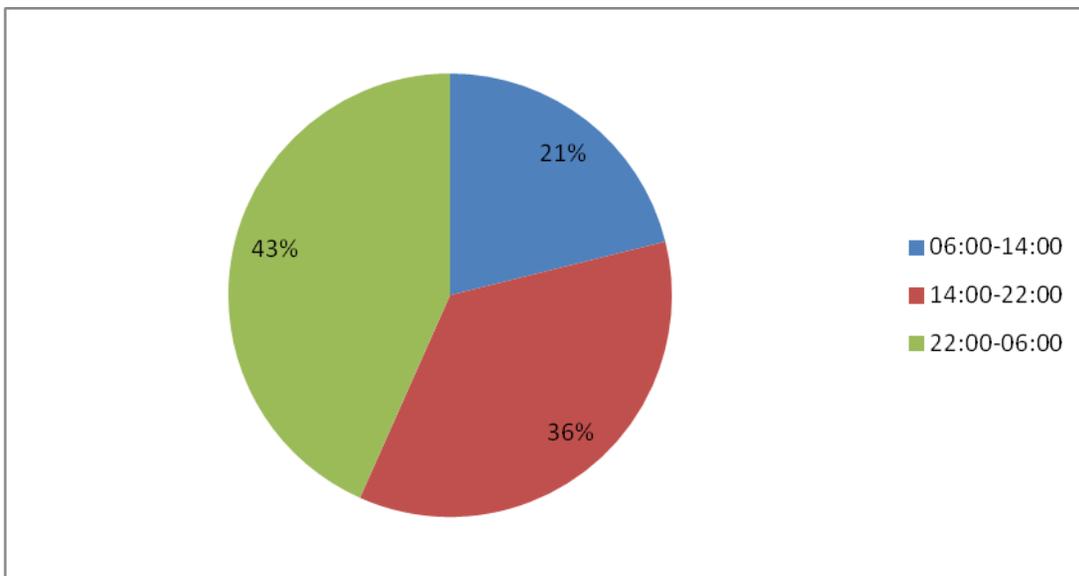
**Chart 12. Factor in section 102(1) referrals**



**Chart 13.** Day of the week of referrals



**Chart 14.** Time of day of referrals



### 1.7.1 Outcome of Referrals

On 1<sup>st</sup> January 2011, GSOC had 84 investigations arising from referrals ongoing. GSOC received 90 referrals during 2011. In 2011, GSOC closed 94 investigations arising from referrals during 2011 and previous years. The table below shows the outcomes of these closed investigations. GSOC had 80 investigations arising from referrals open on 31<sup>st</sup> December 2011.

**Table 8.** Outcomes of referrals

| <b>Outcome of Section102(1) Referrals</b>   | <b>Count</b> |
|---|--------------|
| Further investigation not necessary or reasonably practicable/ No misbehaviour identified | 85           |
| Advice  | 1            |
| Reduction in pay not exceeding two weeks  | 1            |
| Referred to DPP - Prosecution Directed  | 4            |
| Referred to DPP - No Prosecution Directed   | 4            |
| <b>Total</b>  | <b>95</b>    |

*Footnote: The number of outcomes may exceed the number of closed cases because a single investigation may relate to several individuals.*

## **1.8 Section 102(4) – Investigations in the Public Interest**

On 1<sup>st</sup> January 2011, GSOC had three investigations ongoing which were opened under section 102(4), i.e. GSOC may, *“if it appears to it desirable in the public interest to do so and without receiving a complaint, investigate any matter that appears to it to indicate that a member of the Garda Síochána may have–(a) committed an offence, or (b) behaved in a manner that would justify disciplinary proceedings.”*

The three such investigations on hand on 1<sup>st</sup> January 2011 are outlined below.

- An investigation into the adequacy of the Garda investigation into a road traffic incident involving a fatality and the compilation of the subsequent Garda report to the DPP.

This investigation was ongoing on 31<sup>st</sup> December 2011.

- An investigation into allegations of collusion by members of the Garda Síochána with a named individual in the movement and supply of controlled drugs, and into the nature and extent of any relationship/s between members of the Garda Síochána and that named individual.

This investigation was ongoing on 31<sup>st</sup> December 2011.

- An investigation arising from concerns regarding the quality of Garda evidence expressed by Judge Frank O’Donnell of the Criminal Circuit Court during a criminal trial.

This investigation was ongoing on 31<sup>st</sup> December 2011.

GSOC opened one new investigation, outlined below, under section 102(4) of the Act during 2011.

- An investigation concerning alleged comments by Garda members on 31<sup>st</sup> March 2011 relating to female protestors arrested at a “Shell to Sea” demonstration at or near Aughoose, Erris, Co Mayo.

This investigation was ongoing on 31<sup>st</sup> December 2011.

GSOC, therefore, reached the end of 2011 with four investigations open under section 102(4) of the Act.

## **1.9 Section 106 - Examination of Practices, Policies and Procedures of the Garda Síochána**

GSOC, not having received a request from the Minister under section 106 of the Act, undertook no new examinations under this section during 2011.

## **1.10 Protocols**

GSOC continued to engage in dialogue with the Garda Síochána as part of a review of the existing Protocols between the respective organisations during 2011. That dialogue was ongoing at the close of the year.

## **CHAPTER 2: Case Studies**

### ***2.1 Coroner's Inquest:***

*In 2011, the inquest was held into the death of a male in a road traffic collision following a garda pursuit. The matter was referred to GSOC in accordance with section 102(1) of the Act and a full investigation was conducted into the circumstances. A file was sent to the DPP who directed no prosecution.*

*At the commencement of the investigation, a GSOC FLO was appointed to liaise with the family and to ensure that they were regularly updated and provided with sufficient information as to the progress and results of the investigation. This continued from the initial incident up until the inquest.*

*The family was also invited to attend a pre inquest conference with the FLO and the SIO to prepare them for the inquest and to address any concerns that they may have. In addition, at the direction of the Coroner, GSOC arranged for the attendance of all witnesses and also arranged for a jury panel.*

*The inquest heard evidence for a full day after which the jury returned a verdict of death by misadventure.*

### ***2.2 Informal Resolution:***

*One of the IR cases which were resolved during 2011 related to an allegation that a garda member failed to provide information to a member of the public who wished to make an insurance claim against another driver who had allegedly damaged his car. Both the complainant and the garda member consented to engage in the IR process. It was possible at that point to establish, to the satisfaction of the complainant, that not only was an investigation into the matter underway but that the garda member was conducting a criminal investigation, i.e. "criminal damage" rather than an investigation into a road traffic incident. Under those circumstances it was not appropriate for the garda member to disclose information in relation to*

*an ongoing investigation to the complainant. Both parties expressed satisfaction with the outcome and the matter was formally resolved. Both parties signed the “Resolution Form” and the Garda Commissioner was requested to expunge the record of the complaint from the garda member’s personnel file.*

### **2.3 Section 94 - Unsupervised Garda Investigation:**

*The complainant alleged that he was assaulted in 2010. His complaint was about the manner in which the subsequent investigation into the assault was handled by the investigating garda member. The complainant alleges that the garda member concerned was negligent in his duty because he did not inform the complainant that his assailant had been in court in relation to the charge.*

*No breach of discipline on the part of the garda member concerned was disclosed by the Garda investigation. The complainant did not seek a review of the investigation and the file was closed.*

*GSOC was not provided with a copy of the investigation report – the report under section 94(9) of the Act simply informed GSOC that no breach of discipline was disclosed. As the complainant did not seek a review it was not possible to establish the rationale for the decision made by the GSIO.*

### **2.4 Section 94 – Garda Investigation Supervised by GSOC:**

*A complaint was made following a disturbance at a house party. The complainant alleged that she had been assaulted by garda members during her arrest including being struck with a baton. The complainant also alleged that she was arrested and detained. She stated that during her detention she requested a doctor but that she was not permitted to see one in a timely fashion. She also alleged that garda members had neglected in their duty to care properly for her whilst she was in custody and that she was detained for longer than was necessary.*

*The complaint was admitted and designated for investigation under section 98 to establish whether any garda member may have committed an offence. A statement was taken from the complainant. Witnesses to her arrest were identified and statements were taken from them. CCTV was sought but none was found that had captured the event. Medical records for the complainant were sought and examined. The garda members who were involved in the arrest and detention of the complainant were identified and accounts were taken from all of the members.*

*It was established that the arrest of the complainant took place following what could be classified as a public order incident involving a fight between several members of the public. Garda members involved admitted that force had been used to effect the arrest of the complainant and provided a justification for the type and level of force used. Several inconsistencies emerged between the complainant's version of events and other available evidence.*

*A review of the Garda Síochána custody record relating to the detention of the complainant showed evidence that the complainant had received proper medical attention and had been cared for in accordance with the Regulations relating to the Treatment of Persons in Custody in Garda Síochána Stations.*

*As the evidence indicated that no garda member had committed an offence, the section 98 investigation was discontinued. However, as there was evidence that the complainant may have been kept in custody for a period of time having already been charged with an offence, the investigation was referred back to the Garda Síochána for a disciplinary investigation supervised by GSOC under section 94(5) of the Act. The investigation was carried out by a Garda Superintendent and supervised by one of GSOC's Designated Officers.*

*The garda members responsible for the care of the complainant whilst in custody provided accounts to the investigation. It was established that the garda members had thought they were acting lawfully and appropriately in detaining the complainant after the charging process had*

*been completed. The investigation established, however, that no legal power to detain the complainant existed in this case after she had been charged.*

*The Superintendent recommended to GSOC that both members be found in breach of duty and received advice and guidance in relation to the issue. GSOC agreed with the Superintendent's findings.*

### ***2.5 Section 95 Investigation:***

*A complaint was received from a member of the public who alleged that he had been arrested by two garda members following a public order incident in the early hours of the morning. The complainant alleged that he was placed in the rear of a garda vehicle and driven to the car park of a local church. The complainant alleged that he was assaulted on the journey to the church and again once they had arrived in the car park. He also alleged that he was released from garda custody in the car park and had to make his own way back to the town centre.*

*An investigation under section 98 was commenced. Both gardaí concerned were interviewed. They accepted that the complainant had been arrested. The arresting member stated that he exercised his powers of discretion and released the complainant from his custody as he was deemed no longer a "danger to himself and others" and had shown genuine remorse for what he had done, accepting a verbal caution. The garda members stated that they had left male in the church car park to respond to a priority call about people allegedly interfering with vehicles.*

*The GSOC investigation found no evidence of such a priority call or that any gardaí attended a priority incident at that time and of that nature. GSOC identified a number of issues regarding the validity and lawfulness of the arrest of the complainant.*

*A file was forwarded to the DPP for their direction. The DPP found that there was insufficient evidence to proceed with a criminal prosecution and an investigation was initiated in accordance with section 95 of the Act. Following the investigation, a file was forwarded to the Garda Commissioner for consideration.*

*The Garda Commissioner found both garda members in breach of discipline including counts of discreditable conduct and abuse of authority.*

### ***2.6 Section 102(1) - (section 98 Investigation):***

*A referral under section 102(1) of the Act was made by the Garda Commissioner regarding an incident in County Waterford. Garda accounts indicated that gardaí had conducted a search on the property belonging to a male. As a result of items found during the search, the male was arrested and taken to the local Garda Station. He was processed, searched and taken to a cell. The Member in Charge checked on the male at intervals throughout the night. In the early hours of the morning the male was found to be unresponsive and was taken to hospital where he was taken to the Intensive Care Unit and placed on life support. The Superintendent was notified and he made a referral to GSOC's On-Call SIO pursuant to section 102 of the Act.*

*The On-Call team attended the Garda Station in question and received a full briefing on the circumstances from the Superintendent. The cell had been sealed and preserved and a GSOC Volume Crime Scene Examiner was tasked to liaise with a Garda Scenes of Crime Officer to ensure that all potential evidence was properly recovered from the scene. GSOC Designated Officers were deployed to the hospital's Intensive Care Unit where they spoke with the consultant in charge of the treatment of the male. Enquiries established that the male had no obvious injuries indicative of ill-treatment or assault.*

*The family of the male was contacted and informed of the nature of the investigation. Enquiries were also made with family members as to any underlying medical history that may have contributed to the incident. Access to scene of the search was obtained and was examined and photographs. No signs of an altercation were present. House to house enquiries were undertaken in the area and witnesses were found who had observed the male acting in a strange manner on the morning prior to his arrest.*

*The male remained in intensive care for the days following the referral. In that time, enquiries established that the male suffered from an underlying medical condition, about which the gardaí were unaware. The medical condition was established as the likely cause of his ill health. When the male was recovered sufficiently, he was invited to provide an account to the GSOC in relation to his arrest and detention. He declined.*

*As it had been established that the actions of a garda member had not contributed in any way to the harm suffered by the male, the matter was discontinued and no further action taken.*

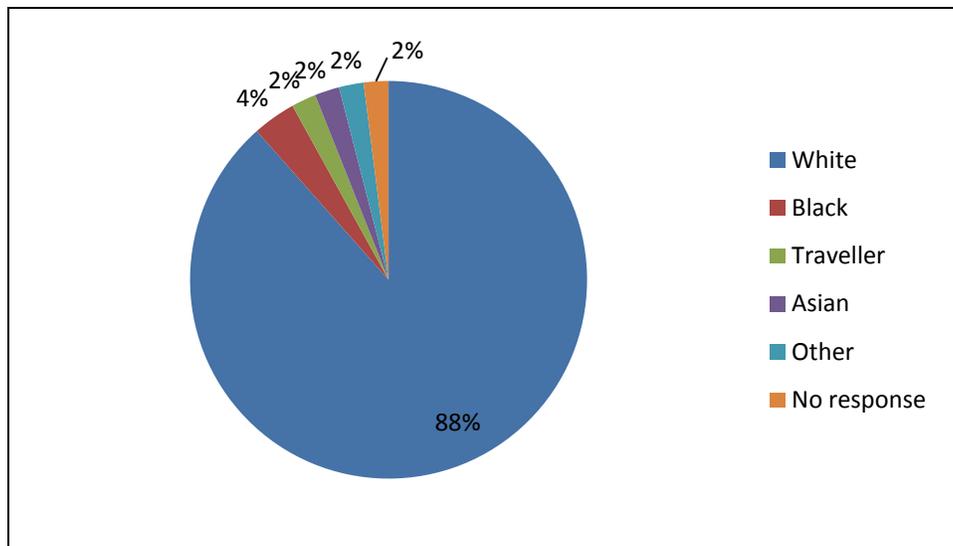
## CHAPTER 3: Promotion of Public Confidence

### 3.1 Complainant Profile

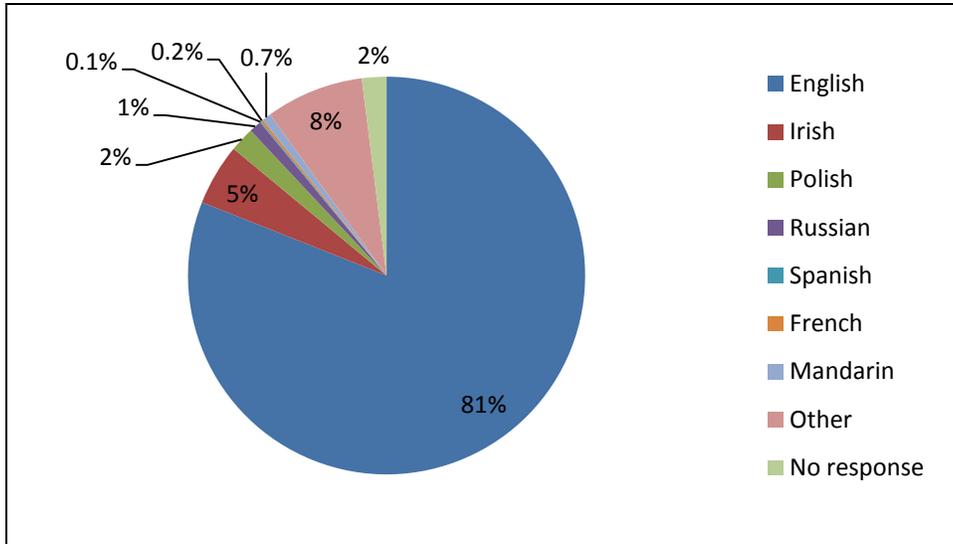
GSOC completed the second full year of its Complainant Profile which is designed to assist GSOIC to understand whether certain categories of person are more likely to make a complaint about garda actions. The survey does not gauge whether certain persons are more likely to experience garda misbehaviour.

The findings show that complainants to GSOIC are most likely (going by the highest % in each category) to be white, Irish, in good health, English-speaking, renting accommodation and with a secondary level education. There is also a strong representation of people who are home-owners and people who are unemployed. Overall, and as with previous years, the findings suggest that complainants to GSOIC are not drawn generally from categories of greatest social disadvantage.

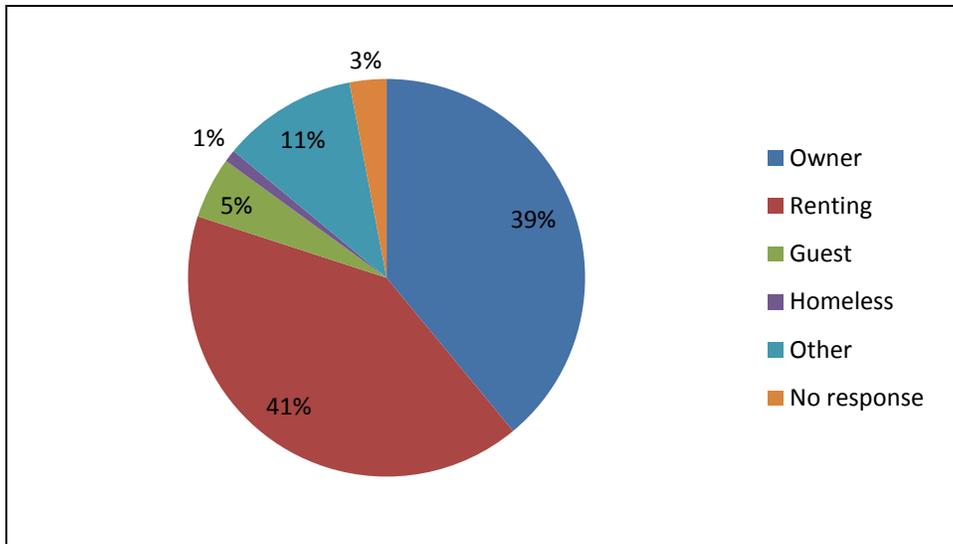
**Chart 15.** Ethnicity of complainants



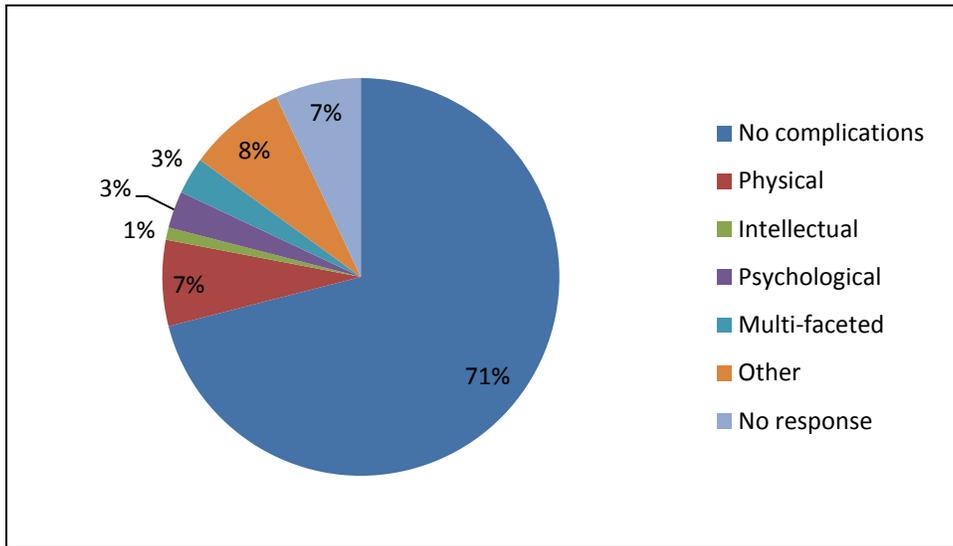
**Chart 16.** First language of complainants



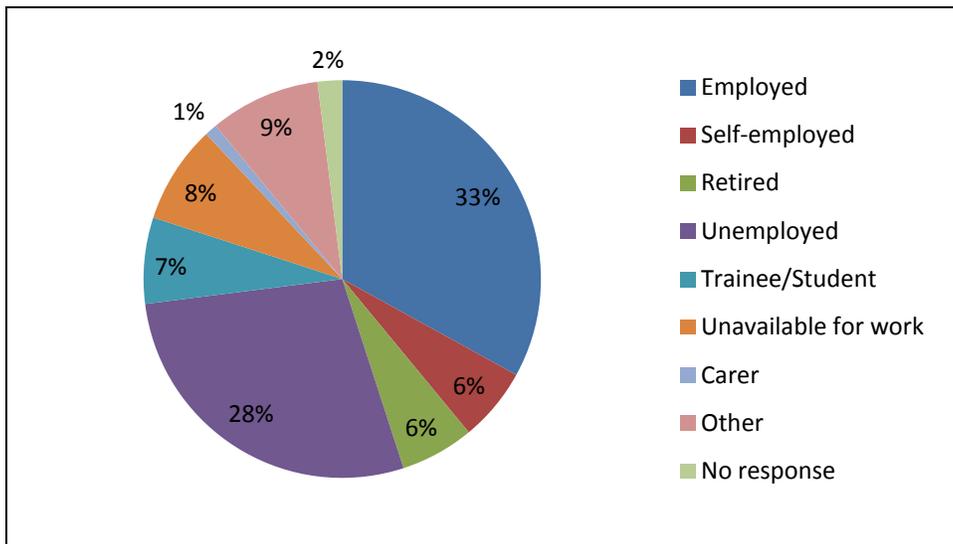
**Chart 17.** Housing status of complainants



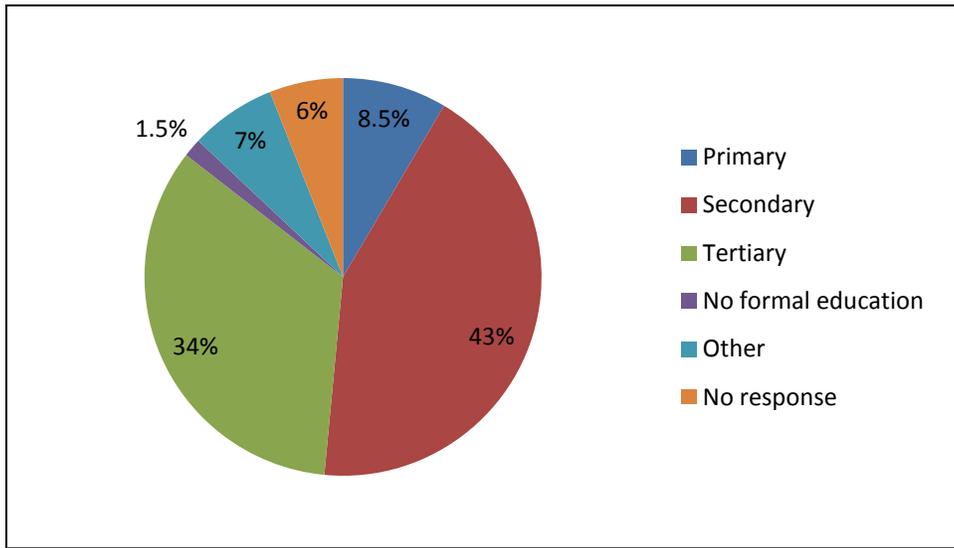
**Chart 18.** Health/disability status of complainants



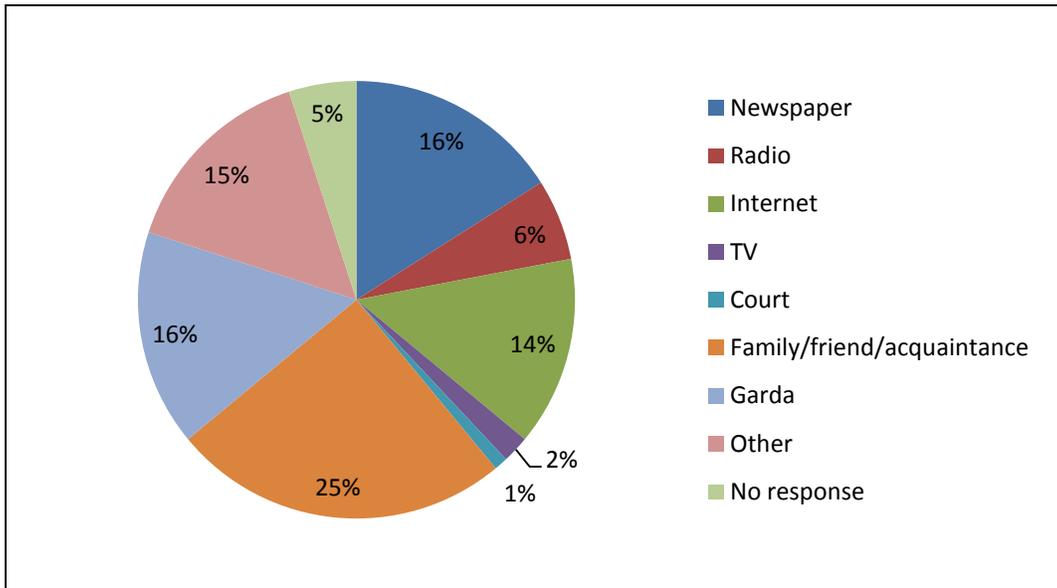
**Chart 19.** Employment status of complainants



**Chart 20.** Highest education attainment of complainants



**Chart 21.** Method by which complainants heard about GSOC



### 3.2 Public Attitudes

GSOC commissioned Millward Brown Lansdowne to conduct a survey of public attitudes of the national population as they relate to GSOC. This survey was conducted in early 2012, to reflect on the previous year. The main findings were:

- the level of awareness of GSOC has increased in 2012, albeit marginally. Almost eight in ten adults are aware of GSOC;
- whilst awareness is high, recall of specific incidents involving GSOC is low; just one in five of those aware of GSOC can specify an incident. However, the majority of people who can recall a specific incident say that they were left with a positive impression of GSOC;
- 66% perceive GSOC to be an independent body;
- 50% perceive GSOC as being efficient, with a high proportion (34%) having a neutral stance;
- 72% perceive GSOC as being effective;
- eight in ten adults believe that GSOC make the Gardaí more accountable for their actions. Further evidence of the need for independence is revealed by a relative lack of confidence in the force's ability to deal with complaints about itself:
- among those who have not made a complaint to the Gardaí (c.98% of the population), a majority two thirds (66%) claim to be willing to make a complaint on foot of a bad experience with a Garda. Whilst awareness of GSOC is high, and there is widespread opinion that it is needed, more people who are willing to make a complaint will take it to the Garda Síochána (38%) than will take it to GSOC (30%). For those unwilling to make a complaint following a bad experience with a Garda, the main deterrents are – not wanting to “make matters worse” and it being “too much trouble”. A lack of faith in how a complaint might be dealt with also deters reporting; and
- six in ten believe that misbehaviour exists within the Garda Síochána.

### **3.3 Public Outreach**

During 2011, GSOC continued to focus its theme for public Outreach work on “Youths on the Margin”. GSOC once again liaised with the Youthreach programme which is targeted at a demographic GSOC found in its case-load.

Sixteen presentations were delivered in 2011 by GSOC to Youthreach centres in Clare, Donegal, Dublin and Louth. The groups concerned usually comprised of 30-50 students. Talks commenced with an overview of what is GSOC role and centred mainly on the complaints system, touching briefly on other areas of work – section 102 referrals, practice, policy and procedure issues and investigations “in the public interest”. These sessions were informative and interactive.

During the second half of 2011, GSOC provided a number of presentations to staff from the Health Service Executive (HSE) with direct responsibility for child welfare and protection matters. An information leaflet on the role, function and remit of GSOC was also designed and circulated to HSE staff. GSOC also provided presentations to staff from the Probation Service during 2011.

### **3.4 Outreach to Gardaí**

GSOC continued to provide seminars and lectures to members of the Garda Síochána through the Garda College, Templemore. This included presentations, in the early part of 2011, to Probationer Gardaí at Phase V training. GSOC also provided seminars to the Garda management supervisory training programmes during 2011.

### **3.5 Provision of Information**

#### ***Data Protection and Freedom of Information***

GSOC is subject to the provisions of the Data Protection Acts 1988 and 2003. During 2011, GSOC responded to 18 data access requests. Responses to all such requests were issued within the statutory timeframe pursuant to those Acts. It is noted that significant time and resources

were devoted to preparing those responses given the level of complexity and volume of material involved. While cognisant of the obligations placed on it by the Garda Síochána Act 2005 regarding confidentiality of certain information, GSOC remains committed to providing as accurate and comprehensive responses as possible in the interests of organisational openness and accountability. GSOC is not subject to the Freedom of Information Acts 1997 and 2003.

### ***Media***

In dealing with the media, GSOC provides an “around the clock” service. GSOC responded to 428 media enquiries during 2011. Against a target response time of two hours during working hours and four hours outside of normal working hours, it achieved a successful outcome in 98% of instances. Enquiries ranged from updates on ongoing investigations, Coronial inquests, court appearances and statistical information, to breaking news relating to high-profile incidents.

### ***Parliamentary Questions***

While GSOC is an independent statutory agency, it is accountable to the Oireachtas and responds to Parliamentary Questions (PQs) via the Minister for Justice, Equality and Defence. During the course of 2011, GSOC responded to 38 PQs on a range of matters relating to its operations.

### ***Queries***

In addition to the 1,297 case-related queries dealt with during 2011, GSOC also received, and responded to, 64 queries from members of the public relating to GSOC’s role and it provided requested assistance, generally of a statistical nature, in response to 29 queries from state agencies.

### ***Website***

GSOC maintains a website ([www.gardaombudsman.ie](http://www.gardaombudsman.ie)). As well as up-to-date relevant information on legislation and publications, the site allows members of the public to submit complaints securely on-line. It also facilitates browsers in submitting queries.

In 2011, the website had 23,697 visits of which 72.58% were new visits. 17,754, unique visitors viewed the website. Visitors browsed from 89 countries/territories, of which 87.25% visits originated in Ireland.

### ***International Contacts***

As in previous years, GSOC participated in ongoing discussions with the police oversight bodies in England and Wales (IPCC), Northern Ireland (OPONI) and Scotland (PCCS). Senior management continued to contribute to the development of European policy-making through membership of European Partners Against Corruption (EPAC). International developments in oversight were once again monitored by attendance at the North American Civilian Oversight of Law Enforcement (NACOLE) Annual Conference and also by assisting in the training requirements for police oversight in the Palestinian Territories.

In March 2011, a delegation from GSOC's Operations Directorate travelled to Manchester to attend a conference organised by the Law Enforcement Oversight Bodies Accreditation Board (LEOBAB) on the subject of "Proportionality" in police oversight investigation. An SIO represented the Irish perspective with a presentation on "Proportionality in GSOC Investigations".

In June 2011, GSOC sent a delegation of four FLO's including the Deputy Family Liaison Coordinator to the UK National Family Liaison Conference. The conference was a useful source of international best practice and guidance as to improved processes.

### ***Visits to GSOC***

GSOC hosted a police oversight conference in March 2011. The conference provided an opportunity for the police oversight bodies of Ireland, Northern Ireland, Scotland, England and Wales as well as the Crown Office, to meet to discuss areas of common interest and to reflect on strategic challenges facing the organisations with a view to mutual learning, assistance and support. GSOC also hosted a visit from the Police Complaints Commission of Scotland in December 2011.

GSOC also hosted a one day FLO Training event that was attended by FLOs from GSOC and the Office of the Police Ombudsman for Northern Ireland. The event, entitled “Working towards an Improved Family Liaison Resource” included inputs on Article 2 of the European Convention on Human Rights and debriefs of deployments from FLOs. The event was well received and it is intended to hold a similar event in 2012.

## **CHAPTER 4: Administration Directorate**

### **4.1 Management overview**

The Administration Directorate, led by the Director of Administration, functions alongside and in tandem with the Operations Directorate. It is comprised of the following business units:

- Finance Unit;
- Human Resources and Training Unit;
- Information and Communication Technology (ICT) Unit;
- Legal Affairs Unit;
- Corporate Organisation Unit;
- Communications and Research Unit; and
- Policy Unit and Secretariat.

The Administration Directorate performs a wide array of support services which facilitate the organisation in the achievement of its statutory functions. In order to enhance accountability and transparency within the organisation, this Directorate has continued to develop a significant range of policies and procedures and has expanded further its existing efforts to achieve consistency of approach.

A high level of attention is devoted to ensuring adherence by the staff of the organisation to best practice, particularly in terms of governance which is one of the central pillars of GSOC's operation.

The organisation has placed particular emphasis on achieving maximum value for the public money across all its activities, seeing this as contributing to, and improving, GSOC's efficiency and effectiveness.

The approach taken contributes to GSOC's capacity to provide a fair, accessible, impartial and legally sound service to all of its stakeholders.

## 4.2 Finance Unit

GSOC is committed to the highest standards of governance regarding its utilisation of public funds. Accountability, accuracy and transparency underpin GSOC's financial policies and procedures.

In 2011, GSOC contracted external accountants to conduct an in-depth risk assessment of its internal financial controls, thereby ensuring that the procedures and policies in place continue to facilitate a robust and accurate financial system.

In 2011, GSOC was allocated a budget provision of €9,242,000, from monies voted to the DJ&E. The 2011 budget allocation consisted of €5,494,000 in respect of pay and €3,747,000 for non-pay expenditure. Strategic expenditure was profiled and allocated across the various functional sections; this facilitated increased devolution of budgets to line management and enhanced budgetary control through the production of organisation and section expenditure reports for GSOC's senior management team on a monthly basis.

During 2011, GSOC made considerable efforts to control expenditure levels achieving a cumulative saving of €732,959.19\* against the original allocation. By year end 2011, total expenditure amounted to €8,509,040.81 comprising pay expenditure of €5,804,407.72 and non pay expenditure of €2,704,633.09.

In accordance with the requirements of section 77 of the Act, GSOC is obliged to have annual financial statements drafted by 31<sup>st</sup> March and submitted to the Comptroller and Auditor General (C&AG) for audit. During 2011, the C&AG completed the sign off of GSOC financial statements in respect of 2010.

*\* At the end of the second quarter of 2011, the DJ&E sought a saving of €350k to year end. This was increased at the end of the third quarter to €700k.*

In view of the specific arrangements in relation to grant funding through DJE as set out under Section 71 of the Act, the Secretary General of DJ&E is the Accounting Officer for GSOC. Consequently, GSOC falls under the aegis of the DJ&E and is subject to financial oversights by the Internal Audit Unit of the DJ&E. In addition, GSOC is audited annually by the Office of the C&AG.

The table below illustrates GSOC's expenditure and savings for 2011.

**Table 9.** Expenditure and savings for 2011

| Category                                       | Original Budget      | Expenditure<br>Jan. to Dec. 2011 | Budget Revision    |
|--|----------------------|----------------------------------|--------------------|
| A01 Salaries, Wages & Allowances               | €5,495,000.00        | €5,804,407.72                    |                    |
| A02 Travel & Subsistence                       | €185,525.00          | €178,503.64                      |                    |
| A03 - Incidental Expenses                      | €791,250.00          | €385,899.04                      |                    |
| A04 - Postal & Telecommunication Services      | €86,391.07           | €73,447.89                       |                    |
| A05 - Office Machinery & Other Office Supplies | €599,396.92          | €457,161.01                      |                    |
| A06 - Office & Premises Expenses               | €2,054,437.01        | €1,588,744.37                    |                    |
| A08 - Research Expenditure                     | €30,000.00           | €17,545.00                       |                    |
| Appropriation in Aid                           | €0.00                | €3,332.14                        |                    |
| Sundry Codes                                   | €0.00                | €0.00                            |                    |
| Total Non-Pay                                  | €3,747,000.00        | €2,704,633.09                    |                    |
| <b>Totals</b>                                  | <b>€9,242,000.00</b> | <b>€8,509,040.81</b>             | <b>€732,959.19</b> |

*Footnote: Please note figures quoted have not yet been audited.*

## **4.3 Human Resources and Training Unit**

### ***Human Resources***

On 31<sup>st</sup> December 2011, GSOC's staffing complement was 84, (83 whole time equivalents). In accordance with the Employment Control Framework (ECF), GSOC's authorised complement is fixed at 87 staff. A staffing chart for GSOC is set out in Appendix 1.

### ***Performance Management Development System (PMDS)***

Performance Management Development System is operational in GSOC and is an essential element of the business planning process.

### ***Training and Development***

During 2011, GSOC's Training Unit facilitated staff attending training courses, seminars and conferences. This commitment to investing in the training and development of staff is reflective of GSOC's resolve that all of its staff members are fully resourced and competent to meet their business goals in a professional and efficient manner. GSOC also allocated funds through the Refund of Fees Scheme to enable staff to participate in third-level education pertinent to their role in GSOC and/or to their general development.

A full list of training and development activities provided in 2011 is set out in Appendix 2.

## **4.4 Information and Communication Technology Unit**

The Information and Communication Technology (ICT) Unit has overall responsibility for the management, development and maintenance of the ICT systems within GSOC. The main goal of the ICT Unit is the delivery of efficient and effective ICT services to support the business process whilst ensuring the security of the ICT infrastructure and the integrity of the systems and databases. The following is a brief description of some of the activities undertaken by the ICT Unit in 2011.

### ***Day-to-Day Support of Voice and Data Services***

The day-to-day support of ICT services extends from the provision of a Service Desk facility for troubleshooting and the resolution of user, system and application issues. Maintenance undertaken by the ICT Unit may be preventative or corrective and includes monitoring, inspection, testing, configuration, modification, repair and replacement of ICT hardware/software/firmware components and systems.

In 2011, the ICT Unit received 1,175 service requests through the Service Desk facility. These service requests were dealt with and brought to resolution. The Unit maintains “unplanned downtime logs” for GSOC’s key systems, i.e. the CMS, file and print, email, internet access and GSOC’s website. In 2011, the “uptime” on the CMS was 98.57%. The “uptime” on all other key systems in 2011 was 99%.

### ***Server Virtualisation***

The ICT Unit continued with its server virtualisation programme in 2011. The vast majority of the servers are now virtualised with the remainder due for virtualisation in the first quarter of 2012. This has resulted in significant cost savings for GSOC.

### ***System Upgrades***

The operating system on the majority of the GSOC servers was upgraded during 2011, as was the GSOC email system. With much recent discussion in relation to a “Government Cloud”, GSOC will now be in a position to migrate its email system to the “Government Cloud” should it be requested to do so. GSOC also deployed an email archiving system in 2011 which significantly enhances GSOC’s storage efficiency. The email archiving system has also improved the efficiency of responses to Data Protection queries.

### ***Security***

There were a number of upgrades to GSOC’s ICT security infrastructure. The firewall, end point protection software and the email content filtering engine were all upgraded during 2011.

GSOC’s ICT usage policy was also reviewed and updated during 2011.

### ***Technical assistance***

Staff from the ICT Unit provided direct assistance to the Investigations Unit on various occasions throughout 2011, e.g. the retrieval of CCTV evidence and attendance at trials to provide technical setup and playback of multimedia evidence.

## **4.5 Legal Affairs Unit**

In 2011, the principal functions of the Legal Affairs Unit included advising the members of the Ombudsman Commission on their statutory functions and the management of cases before the courts in which GSOC had a functional interest.

### ***Legal Advice***

Advice was provided to the Operations Directorate on all aspects of its work, including the management of complaints, the conduct of disciplinary investigations and the exercise of police/criminal investigative powers by the Investigations Unit. This involved advising on individual cases/files and developing systems, processes and procedures. This has been supplemented by training sessions, for GSOC staff, on core legal issues of relevance to GSOC's work. Legal Affairs Unit has also been involved in supporting Operations in preparation for, and attendance at, trials as well as advising on correspondence with legal advisers for parties to investigations.

### ***Litigation***

Legal Affairs Unit is responsible for the management of all litigation involving GSOC, both civil and criminal. The Unit co-ordinates liaison with the Office of the DPP and the State Solicitor network. It advised on, and quality assured, 18 files referred to the DPP by the Ombudsman Commission during 2011. In the files referred to the DPP in 2011 19 members of the Garda Síochána and two civilians were identified by GSOC.

*Cases before the criminal courts in 2011*

Thirteen cases, arising from directions for prosecution issued by the DPP in previous years - involving 17 Garda members, one Probationer Garda member and four civilians in respect of cases investigated by GSOC, came before the courts in 2011. The table below outlines the outcomes of these cases.

**Table 10.** Cases before the courts in 2011 arising from directions for prosecution issued by the DPP in previous years

|  |
|--|
| <p><b>Acquittals:</b></p> <p>Ten members of the Garda Síochána and one civilian</p>  |
| <p><b>Convictions:</b></p> <p><i>Five members of the Garda Síochána on various charges of:</i></p> <p>Section 2 assault.</p> <p>Section 3 assault (Assault causing harm).</p> <p>Careless driving.</p> <p>Perverting the course of justice and impeding the apprehension or prosecution of another.</p> <p><i>One civilian</i></p> <p>Section 2 assault.</p> |

In addition, section 1(1) of the Probation of Offenders Act, 1907 was applied against one Probationer Garda in relation to a public order offence.

Six accused remain the subject of proceedings before the courts, three of whom are appealing their convictions.

In 2011, the DPP also directed prosecution in eight cases, relating to seven gardaí and two civilians. Of these nine accused, trials have been completed in relation to two in 2011. The table below outlines the outcomes of these cases.

**Table 11.** Cases before the courts in 2011 arising from directions for prosecution issued by the DPP in 2011

|  |
|--|
| <b>Acquittals:</b><br><br>One member of the Garda Síochána   |
| <b>Convictions:</b><br><br><i>One member of the Garda Síochána</i><br><br>Section 3 assault (Assault causing harm) – disposed of summarily. This case is currently under appeal. |

The remaining seven accused were awaiting trial at the end of 2011.

#### **4.6 Corporate Organisation Unit**

In 2011, the Corporate Organisation Unit (COU) built upon a previously laid foundation to bring enhancements to the areas of corporate procurement and facilities management.

COU staff engaged in continuous learning through national procurement networks, and formal training through the Institute of Public Administration, thereby ensuring up-to-date information could be disseminated, and legal requirements met.

Advice and assistance was provided to all Units engaging in procurement on behalf of the Organisation. Best practice and compliance with national and European procurement requirements was promoted and achieved. New contracts established in 2011 further enhanced GSOC's core and support services, and attained "best value for money" expenditure.

The COU managed the GSOC's built environment and associated servicing requirements, to ensure the high standard of facilities continued to be available to both staff and customers.

Corporate travel requirements were managed by the COU. All necessary travel was procured at the most economically advantageous costs available.

### ***Health and Safety***

GSOC has an active Health and Safety Committee which facilitates the ongoing implementation of all legislative requirements thereby providing a secure working environment for all GSOC staff. The Committee is chaired by the Director of Operations; its members are representative from across the Organisation.

### ***Green Working Group***

In 2011, the Green Working Group implemented various initiatives in an ongoing campaign to reduce and/or maintain GSOC's energy usage and CO2 emissions. The work of the Group was nominated for an award through the "Energy Awareness in State Buildings" campaign of the Office of Public Works. GSOC was nominated in two categories of the awards, "Category 2 - Air Conditioned Buildings" and "Category 5 - Best Energy Team". The results are awaited.

### **Overview of Energy Usage in GSOC in 2011**

In 2011, GSOC consumed 571.121 kWh of energy, consisting of:

- 417.601 MWh of electricity, and

- 153.520 MWh of fossil fuels.

This represents a significant reduction when compared to 2010, reducing the gas consumption by 37.69 % and electricity by 14.72 %. Overall expenditure on energy costs in GSOC was reduced by €14, 733 when compared to 2010. This represents an overall saving of €100,349 since the commencement of the Group in 2008.

#### Actions Undertaken in 2011

In 2011, the Green Working Group undertook a range of initiatives to improve the overall energy performance of GSOC. These initiatives included:

- monitoring of Printer usage and removal of certain printers;
- removal of energy inefficient boiler from the staff canteen;
- further amendments to the Building Management System including powering down the air conditioners at lunchtime and switching off the fan coils in the lift lobbies;
- reduction of boiler usage during the summer months;
- amendment of online complaint form to reduce ink usage when printing; and
- installation of sensor lights in ground floor bathrooms.

## **4.7 Communications and Research Unit**

### ***Library***

The Library plays a pivotal role in assisting the various teams across the organisation by providing up to date material relevant to GSOC's remit. The Library handled in excess of 340 queries in 2011 in relation to investigative and legal issues.

Library initiatives include a quarterly in-house Library Bulletin summarising important cases, articles, and publications in the areas of oversight, law and investigation; as well as development of an online catalogue to make material more accessible to staff and compilation of information folders covering topics of interest. The Library expanded its collection of hardcopy and online resources in 2011 to ensure staff are kept up to date of relevant issues.

## ***Research***

GSOC maintained its membership of the Association for Criminal Justice Research and Development. GSOC also met with the equivalent police oversight bodies from Northern Ireland, England and Wales and Scotland on identifying research synergies.

A survey designed to assist GSOC to inform itself of the attributes of complainants was conducted during 2011. Chapter 3 mentioned that a process of surveying public attitudes was initiated in 2011.

## **4.8 Policy Unit and Secretariat**

### ***Governance and Accountability***

During 2011, the Policy Unit, under the guidance of the Director of Administration, continued to develop and implement policies and standardised procedures to improve transparency and consistency. This ensures that GSOC strives towards excellence in every area within its remit and strengthens the internal controls within the organisation.

Worth specific mention is the drafting of a Code of Practice for Governance of GSOC in line with the recommendations of the Department of Finance. Section 1.1 of the Department of Finance's Code of Practice for Governance of State Agencies states that:

*“Nevertheless, some State bodies may consider that certain requirements of the Code of Practice would have a disproportionate effect on them because of the nature and scale of their activities, the resources available to them, and their governing statutes. Instead of a Board structure, some bodies may be constituted in the form of an individual office holder, tribunal, commissions etc. In such cases, the relevant body should reach agreement with the parent Department on the extent to which the requirement might be suitably adapted in their case...”*

GSOC is implementing the principles contained in the Code of Practice as an element of its governance structures.

In addition, in 2011, the Unit commenced work relating to the development of GSOC's new Statement of Strategy for the period 2012-2016. The new Statement of Strategy will coincide with the term of office of the new Ombudsman Commission.

As part of GSOC's accountability to the Oireachtas, the Policy Unit prepared and/or collated briefing material for the Minister for Justice, Equality and Defence and his Department on a wide array of significant issues during 2011; this included provision of high level briefing material regarding the organisation in preparation for the appointment of the members of the new Ombudsman Commission. The Unit also ensured that a detailed submission in respect of the Comprehensive Review of Expenditure (for the Department of Public Expenditure and Reform) together with updates on the progress made by GSOC under the Public Service Agreement ("Croke Park") were collated accurately and forwarded in a timely manner.

Significant progress has been made in relation to a number of other strategic documents. The continued development of these and other policies will assist GSOC to achieve its objectives efficiently and effectively and deliver positive outcomes for its stakeholders in a fair and impartial manner.

Comprehensive secretarial support was also provided by this Unit to the members of the Ombudsman Commission and to the Directors of Administration and Operations, respectively.

### ***Customer Charter***

The Policy Unit drafted a Customer Charter which was subsequently adopted throughout the organisation and now features in all areas of the organisation's contact with the public.

### ***Ethics in Public Office and Standards in Public Office***

All relevant returns for appropriate postholders were submitted in accordance with the statutory deadline in order to meet the requirements arising from the Ethics in Public Office and Standards in Public Office legislation.

## **CHAPTER 5: Conclusion**

The workload of GSOC in 2011, in terms of complaints and referrals received, was not markedly different from the previous year. Nor was there a marked difference in the types of allegations or their prevalence. It is not of benefit to the public or to the Garda Síochána that similar issues occur in consecutive years. The Commission will, in its new strategy, attempt to address the recurrence of the same issues. Individual complaints must be investigated appropriately. Recurrence of the same issues is something that may benefit from deeper analysis and a commitment by all those involved to learning lessons arising from that analysis. The Commission is conscious of the Garda Commissioner's commitment to continuous improvement and will seek to be of assistance in that regard.

The year was notable for some significant court cases which arose following investigations by GSOC. These were very demanding of resources as the trials tended to run for several weeks. The fact that two members of the Garda Síochána received custodial sentences represents a milestone that is not easy to interpret. It is not a cause for celebration. GSOC does not see it as a victory. What it shows is that juries and, by extension, the public are able and willing to distinguish between the proper exercise of policing powers and conduct that falls short of that standard. It shows that the public in Ireland, while giving the Garda Síochána an endorsement in terms of a high public confidence rating, expects a policing service that operates to a modern, human rights-based standard.

It is notable also that many complainants did not make allegations of criminal conduct. Many related to what might, if proven, amount to breaches of the Garda Síochána (Discipline) Regulation 2007. This would seem to indicate again that there is an expectation among the public that it is entitled to a certain level of service from the Garda Síochána. Many complainants to GSOC do not prioritise punishment of gardaí. They prioritise the finding of a solution to their specific problem. They emphasise that they would not wish a similar issue to occur again in the future, involving themselves or any other member of the public. In that context, the Commission will seek to work in cooperation with Garda management in seeking solutions and resolutions wherever possible and appropriate.

Tragically, there was a marked increase, from 15 to 23, in the number of fatalities which were referred to GSOC in accordance with section 102 of the Act. The Commission will consider this carefully with a view to identifying any underlying trends that may exist. Deaths resulting from road traffic incidents and deaths occurring in garda custody are two such areas to which the Commission may give attention.

The term of office of the founding Commission ended in December 2011. The new Commission wishes to acknowledge publicly the achievement of the first Commission in establishing GSOC as an integral element in the structures relating to policing in Ireland. We are grateful to them for leaving the organisation in good order and in good standing.

We are honoured to have been nominated by the Houses of the Oireachtas and appointed by the President of Ireland, Michael D. Higgins, in December 2011.

# Appendix 1

## GSOC staffing chart for 2011

|  | Staffing levels as at<br>1 <sup>st</sup> January, 2011 | Staffing levels as at<br>31 <sup>st</sup> December, 2011 |
|--|--|--|
| <b>Directors (Assistant Secretary)</b>                   |  |  |
| Administration Directorate                               | 1  | 1  |
| Operations Directorate                                   | 1  | 1  |
| <b>Casework Unit</b>                                     |  |  |
| Assistant Principal                                      | 2  | 2  |
| Higher Executive Officer                                 | 7  | 7  |
| Executive Officer  | 5  | 5  |
| Clerical Officer   | 10   | 10   |
| <b>Investigations Unit</b>                               |  |  |
| Deputy Director of Investigations                        | 1  | 1  |
| Senior Investigating Officer                             | 8  | 7  |
| Investigating Officer                                    | 18   | 17   |
| Analyst  | 2  | 2  |
| Assistant Investigating Officer                          | 9  | 9  |
| <b>Corporate Organisation Unit</b>                       |  |  |
| Assistant Principal                                      | 1  | 1  |
| Higher Executive Officer                                 | 1  | 1  |
| Executive Officer  | 2  | 2  |
| Clerical Officer   | 1  | 1  |
| Service Officer  | 1  | 1  |
| <b>Human Resources and Training Unit</b>                 |  |  |
| Higher Executive Officer                                 | 1  | 1  |
| Executive Officer  | 1  | 1  |
| Clerical Officer   | 1  | 1  |
| <b>Information and Communication<br/>Technology Unit</b> |  |  |
| Assistant Principal                                      | 1  | 1  |
| Higher Executive Officer                                 | 1  | 1  |
| Executive Officer  | 1  | 1  |
| Clerical Officer   | 1  | 1  |
| <b>Legal Affairs Unit</b>                                |  |  |
| Principal Officer  | 1  | 1  |
| Assistant Principal                                      | 2  | 1  |
| Clerical Officer   | 1  | 1  |
| <b>Communications and Research Unit</b>                  |  |  |

|                                     |           |           |
|-------------------------------------|-----------|-----------|
| Head of Communications and Research | 1         | 0         |
| Higher Executive Officer            | 1         | 1         |
| Researcher                          | 1         | 1         |
| Librarian                           | 1         | 1         |
| <b>Policy Unit and Secretariat</b>  |           |           |
| Assistant Principal                 | 1         | 1         |
| Administrative Officer              | 1         | 1         |
| Clerical Officer                    | 1         | 1         |
| <b>TOTAL</b>                        | <b>88</b> | <b>84</b> |

## Appendix 2

### **Training & development activities**

#### **Conferences**

- British and Irish Ombudsman Association Conference
- Coroner's Society Annual Conference
- Association of Chief Police Officers Professional Standards Conference
- The Right to a fair Trial: Perspectives of Article 6 ECHR
- EU and National Administration – “Making relationship work for citizens”
- Public Law Seminar
- Review of Public Procurement 2011
- Raising Your Resilience
- Effective Business Planning in the Irish Public Sector
- Irish Computer Society 7<sup>th</sup> Annual Public Sector Conference
- 11<sup>th</sup> EPAC Annual Conference – “Standards of integrity”
- 17<sup>th</sup> NACOLE Annual Conference – “Making lasting reforms”

#### **Seminars**

- Persuasion and Achievement of Public Goals
- Social Media in Government Sector
- Strategic Communication for Senior Managers
- Next stages in Public Sector reform
- Developing Performance Indicators for Business Planning
- Workforce Planning to meet Business Goals
- Strategic Procurement
- Risk Management
- Areas of Risk in the Procurement Process
- Procurement: Procedures for Circular 10/10
- Procurement: Pillars of European Case Law
- Routes to Smarter Procurement

- Procurement: Rules of Remedies and Regrets
- Criminal Law Update

### **Training Courses**

- Manual Handling
- Clerical Officer Development
- Media Training
- Minute-Taking Course
- Family Liaison Officer Training
- Excel Training Course
- Introduction to Public Financial management
- IHRC Human Rights Training
- Microsoft Word Training
- Quality Customer Service training
- Managing and Maintaining Windows 2008 Servers
- Managing Skills: An introduction to managing others
- Professional Certificate in Governance
- Online database training
- Weave Dreams Level 1 (Computer Training)
- Children First - Basic Level Training

### **Continuous Education & Development of Staff (Refund of Fees Scheme)**

- BA in Public Management
- Doctorate in Criminal Justice
- MA in Ethics
- Diploma in Legal Studies
- Doctorate in Governance
- BSc Crime and Criminology
- Business and Legal Studies

Garda Síochána Ombudsman Commission

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An Irish version of this report can be  
obtained from the Garda Síochána  
Ombudsman Commission, on request