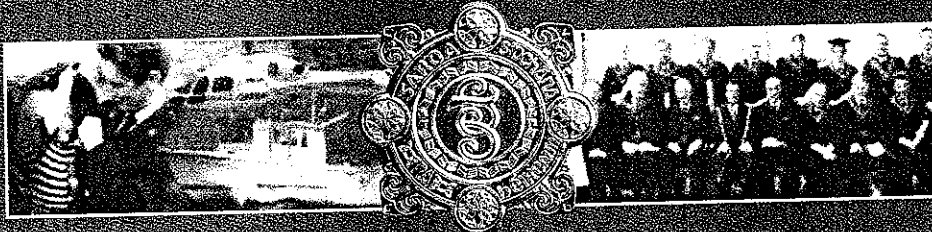


Evaluation of  
The Garda Síochána Policing Plan 2003

# 2003 EVALUATION



THE MISSION OF AN GARDA SÍOCHÁNA IS  
TO ACHIEVE THE HIGHEST ATTAINABLE LEVEL OF

- personal protection
- community commitment
- state security

## 2003 Performance Indicators in Detail

### INTRODUCTION

This section of the Annual Report of An Garda Síochána 2003 provides an evaluation of Garda performance vis-à-vis the twelve strategic goals An Garda Síochána published in its Policing Plan 2003. Sixty-nine performance indicators or targets were defined in this Policing Plan, relating to the twelve strategic goals. Performance information is presented here for each of these sixty nine indicators.

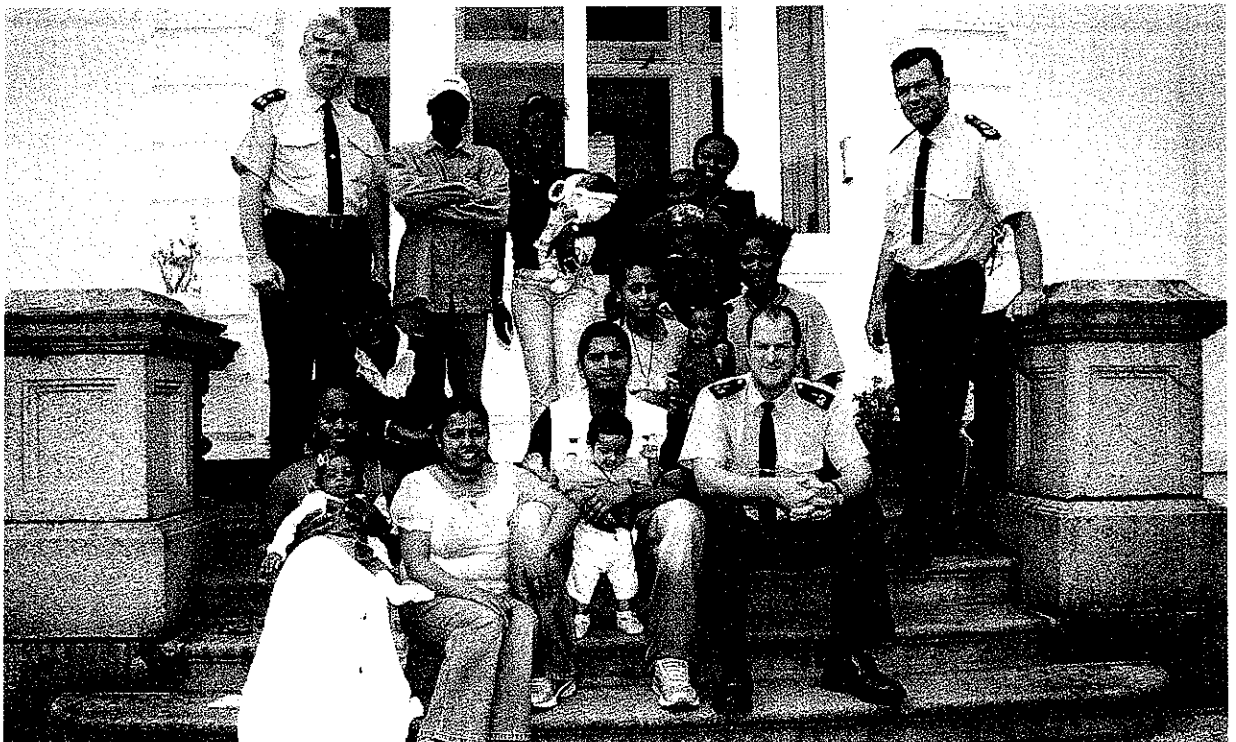
#### Goal One for 2003: Ensuring Immediate Response to Emergencies

##### 1 Percentage of emergency calls answered within 15 minutes.

Of the 557,759 incidents recorded on the Computer Aided Dispatch system in the Dublin Metropolitan Region (DMR) during 2003, a sample of 271,946 incidents (representing 49% of the total) shows that of those incidents there were 64,055 emergency and priority one type incidents. 66% of these incidents were responded to within 15 minutes. Outside of the DMR, a record of response times to emergency calls was maintained at each divisional headquarters station, and on average, 95% of these calls were responded to within 15 minutes.

##### 2 Quality of response in terms of helpfulness, competence, sensitivity, politeness, interest.

The Garda Public Attitude Survey quantified the satisfaction levels of a sample of people who had telephone contact with An Garda Síochána in 2003. Of those who had such contact, 89% felt that the Gardai had been helpful or more helpful than expected (87% in 2002). Similarly positive results were recorded for levels of 'competence' (87%) (87% in 2002), 'sensitivity' (90%) (87% in 2002), 'politeness' (96%) (93% in 2002), and 'interest' (86%) (85% in 2002).



## Goal Two for 2003: Targeting Organised Crime

### 3 Increase targeted action against organised crime reported in the EU organised crime report.

The National Criminal Intelligence Unit continued its leading role in the ongoing fight against drug trafficking and other forms of organised crime in 2003. Structures were set up to advance the Intelligence Source Management System, and intelligence was disseminated to operational units within An Garda Síochána. Liaison was also maintained with external agencies in respect of organised criminal activity which transgressed national borders.

### 4 Contribute to the EU Millennium action plan against organised crime.

Throughout 2003 An Garda Síochána continued to share information and intelligence with other EU member states, via Europol. National experts also contributed to the third round of mutual evaluations concerning the exchange of information between law enforcement agencies. An Garda Síochána applied for, and secured, several AGIS funded programmes, and held international conferences and seminars promoting best practice in specific areas of law enforcement. Candidate countries have been included in all such AGIS funded programmes, leading to the establishment and maintenance of good bilateral relations between participants, mostly operational specialists.

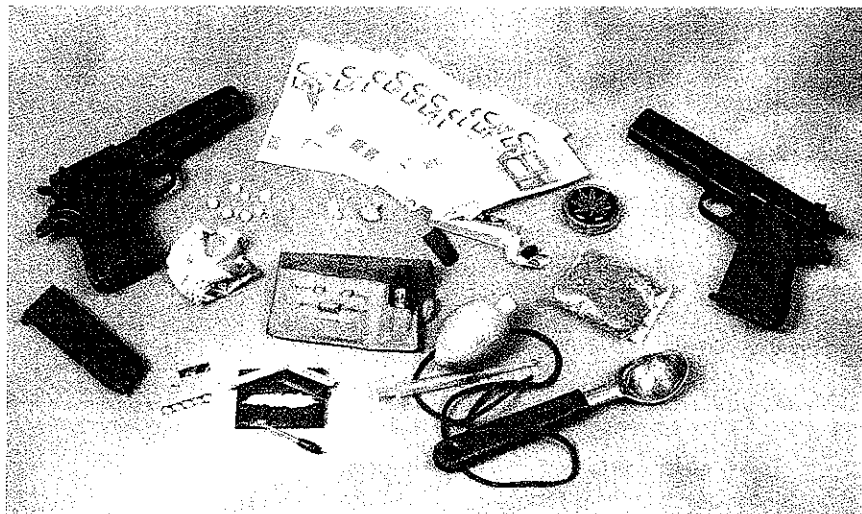
### 5 Increase the targeted activities of the National Support Services.

The Garda National Drugs Unit conducted a number of significant investigations into the activities of organised criminal networks in 2003, in conjunction with other national units, particularly the National Bureau of Criminal Investigation, and the Criminal Assets Bureau. These resulted in the successful conclusion of a number of investigations and substantial quantities of drugs being seized. The National Bureau of Criminal Investigation developed intelligence regarding organised criminal groups involved in major crime, and this enabled intelligence led operations against groups involved in firearms and drug trafficking, armed robberies, and counterfeit goods. Significant seizures of firearms and drugs etc. were made during 2003 including:

- ❖ Drugs valued at €46 million
- ❖ Twenty firearms, plus a large quantity of assorted ammunition
- ❖ Counterfeit goods valued at €8 million
- ❖ Stolen vehicles valued at €2 million

### 6 Analysis by Liaison officers abroad.

During 2003, Garda Liaison Officers abroad (London, Paris, Madrid, The Hague and Lyon) continued to render assistance to operational units in Ireland. This entailed drug related offences, terrorist offences, and assistance in the search for missing persons.





### Goal Three for 2003: Investigating Crime

**7 Number of recorded headline crimes per 1,000 population.**

There were 26 recorded crimes per 1,000 population in 2003, in contrast to the figure of 27 per 1,000 recorded in 2002. (Figures are calculated using the 2002 Census of Population data).

**8 Percentage of headline crime detected.**

The crime detection rate in 2003 was 36%. In 2002 it was 39%.

**9 Number of violent crimes per 1,000 population.**

The number of violent crimes per 1,000 population was 2.7, compared to 3.1 in 2002. The percentage of violent crime detected was 55%, compared to 61% in 2002.

**10 Vehicle crimes per 1,000 population. Percentage of vehicle crime detected.**

The number of vehicle crimes per 1,000 population was 6.5, compared to 6.9 in 2002. The percentage of vehicle crime detected was 11%, compared to 12% in 2002.

### Goal Four for 2003: Enforcing the Laws Relating to Drugs and Alcohol Abuse

**11 Number of offenders dealt with for supply offences. Increase enforcement of legislation on sale and supply of drugs.**

During 2003 a number of investigations involving both the Garda National Drugs Unit and the National Bureau of Criminal Investigations resulted in substantial seizures of drugs including for example;

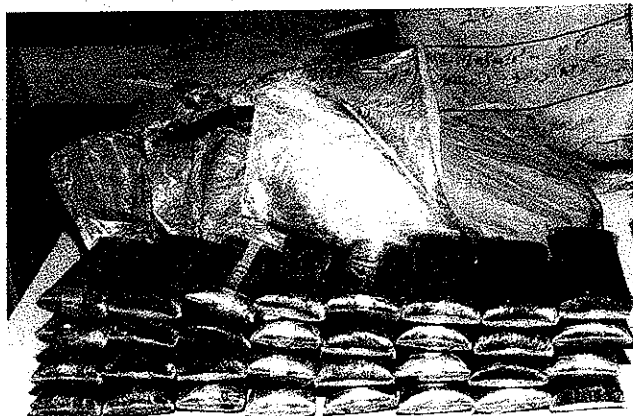
- ✦ 1,640 kg. Cannabis Resin at north County Dublin
- ✦ 8 kg. Heroin in Dublin West
- ✦ 564,575 Ecstasy tablets in north County Dublin
- ✦ 1,032 kg. Cannabis Resin in north County Dublin
- ✦ 160,000 Ecstasy tablets and 1 kg Cocaine in Clonmel
- ✦ 17kg. Cocaine, 30,000 Ecstasy tablets and 1 kg Amphetamine in north Dublin.

In addition, Operations Clean Street VII and VIII were conducted. These operations are designed to target drug distribution at street level focusing on Heroin, Cocaine and Ecstasy. The result of these operations was that 208 individuals were apprehended for sale and supply offences.

## 12 Implementation of the Government Drugs Strategy 2001-2008.

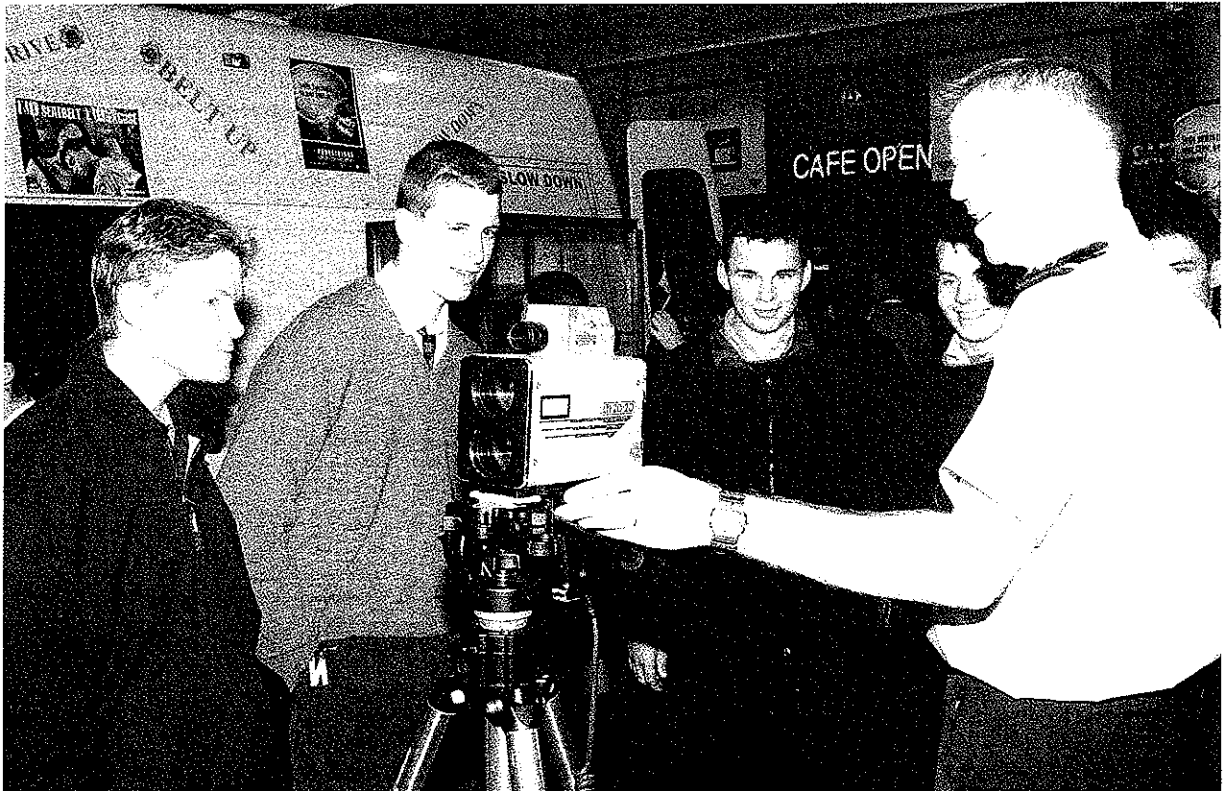
The internal implementation group tasked with advancing An Garda Síochána's commitments under the National Drugs Strategy advanced a number of actions under the strategy including;

- ✦ Devising a co-ordinating framework for delivery of the organisations' drug strategy (Action 8)
- ✦ Increasing the number of dedicated district and divisional drug unit personnel (Action 10)
- ✦ Conducting training of key personnel within each division on money laundering and criminal asset investigation (Action 9)
- ✦ Conducting covert operations including Nightcap and Clean Street VII and VIII targeting drug distribution at street level and in paces of entertainment (Action 12)
- ✦ Establishment of pilot arrest referral schemes in Ballymun, Dun Laoghaire and Cork City between July and December 2003 which will be subject to an internal evaluation in 2004 (Action 13)
- ✦ Completion of Garda/Customs liaison structure review taking into account structural and personnel changes in both organisations
- ✦ Completion of 38 joint Garda/Customs investigations resulting in substantial drug seizures (Action 14)
- ✦ Development of draft, formal guidelines to inform the licensed trade on drug misuse within licensed premises (Action 27)



## 13 Provide an implementation plan to action the National Report on Drugs-Crime linkage.

Research into a Cocaine and crime linkage began in 2003. This involves a detailed examination of the extent of Cocaine usage in a number of selected locations throughout the country, and an examination of the profile of persons apprehended for possession of Cocaine. The result of this research will assist in policy formulation concerning strategies designed to address the issue of Cocaine usage and related activities. Provisional results of the research findings are due to be disseminated in April 2004.



**14 Build on the implementation of the finding of the Garda Youth Policy Advisory Group Report and the Uniform Approach to Licensing Law Enforcement Report, with increased enforcement of sections 31, 32, and 33 of the Intoxicating Liquor Act.**

A final implementation plan is near completion vis-à-vis the findings of the Youth Policy Advisory Group Report. A number of the recommendations, however, were advanced during 2003, including;

- ◆ Theme 1, Recommendation 1.1 – A Garda Secondary Schools Programme has been piloted, and a training course for Gardai in Dublin West and Dublin North Divisions took place in April 2003. Based on the pilot, the programme will be submitted shortly for approval and launched at National level to be part of the Department of Education and Science's Social, Political and Health Education Package (SPHE) for September 2004.
- ◆ Theme 1, Recommendation 1.2 - A lesson plan for responsible behaviour has been developed and has been incorporated into the Secondary Schools Programme. Garda staff at the Schools Programme Office have liaised with the Department of Education and Science with a view of linking in with 'Scoil Net' and informing schools of the Garda web site with a view to improving communication with young people.
- ◆ Theme 2, Recommendation 2.1 – The Age Card scheme was maintained during 2003. A total of 57,695 cards were issued. Demand for age cards increased substantially owing to the introduction of the Intoxicating Liquor Act 2003. (Section 15: Production of Evidence of Age by persons between 18 and 21 years).
- ◆ Theme 3, Recommendation 3.4 – The Dun Laoghaire/Rathdown Arrest Referral Scheme is a pilot under the National Drug Strategy. The proposal relates to Juvenile Offenders identified as requiring intervention for substance abuse behaviour. The primary source of referrals will be through the Garda Diversion Programme.
- ◆ Theme 3, Recommendation 3.3 – Chief Superintendents attending County Development Board meetings sought adoption by County Councils of Bye-Laws to prevent alcohol consumption in public places. In conjunction, it was suggested that the Criminal Justice (Public Order) Act,

1994 would be fully utilized, in particular when dealing with venues that attract large attendances.

- ◆ Theme 3, Recommendation 3.2 – Pub Watch came into operation, on a pilot basis, in Cork City. It is run in conjunction with the Vintner's Association and operates in approximately 45 pubs. The Neighbourhood Policing Units at Anglesea Street and McCurtain Street Garda Stations administer the scheme, which is currently being evaluated by the Garda Research Unit.

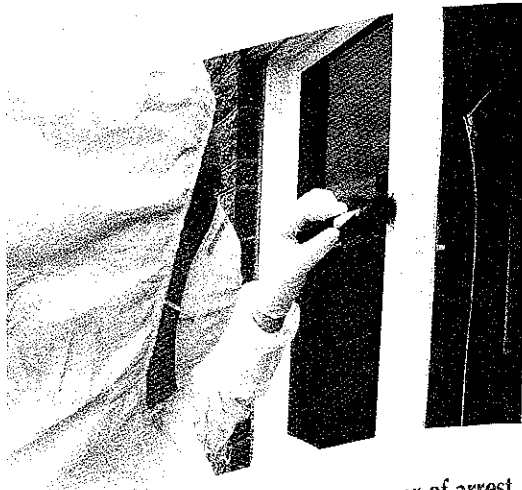
## Goal Five for 2003: Identifying, Assessing, Deciding on, and Implementing New and Improved Crime Prevention Measures

### 15 Fear of crime. (Whether and the extent to which people feel they will be victims of crime).

The 2003 Public Attitude Survey established that 45% of the respondents surveyed worried that they might become a victim of crime during 2003, while 68% worried that a family member or a friend might be victimised. Comparable figures for 2002 were 54% and 58% respectively.

### 16 Number of recorded domestic burglaries per 1,000 dwellings – percentage detected.

There were 15.7 recorded domestic burglaries per 1,000 dwellings in 2003 (12.8 per 1,000 in 2002). 16% of these burglaries were detected (16% in 2002 also).



### 17 Number of repeat burglaries within twelve months.

There were 2,373 repeat burglaries during 2003. This compares with 2,113 in 2002.

### 18 Percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made in relation to the incident. Percentage of victims of reported domestic violence incidents who were victims of a reported domestic violence incident in the previous twelve months.

There were 2,077 reported domestic violence incidents in 2003 (compared to 2,642 in 2002), and 64% of these resulted in arrests being made (compared to 59% in 2002). 6% of these reported domestic violence incidents were repeat incidents in 2003, (compared to 4% in 2002).

### 19 Satisfaction rating among victims of crime with being kept informed of case-progress.

Forty-three percent (43%) of those (participating in the 2003 Public Attitude Survey) who had reported a victimisation to An Garda Síochána during 2003 were either very satisfied (12%) or satisfied (31%) with how they were kept informed of progress with their cases. 57% were dissatisfied. In 2002, 37% were satisfied (9% very satisfied and 28% satisfied) and 63% were dissatisfied.

### 20 Support R.A.P.I.D., County Development Boards, and local community-led schemes.

During 2003, Garda Community Relations had regular meetings with the Department of Justice, Equality and Law Reform to discuss how best to support Garda members on the Area Implementation Teams and provided support and advice for Gardaí on such teams on both draft proposals and actual proposals. All

2003 EVALUATION

proposals that would have implications for An Garda Síochána have been assessed. Staff continued to attend National Monitoring Committee meetings and reported progress. The establishment of County/City Development Boards (CDB) in each local authority area was one of the recommendations contained in the report of the "Task Force on the Integration of Local Government and Local Development Systems". An Garda Síochána is represented on each CDB by the Chief Superintendent with responsibility for the particular local authority area. These officers have been part of the consultative process in which each CDB engaged in the drawing up of strategies.

Neighbourhood Watch and Community Alert schemes were continually monitored during 2003. An Garda Síochána is continuing to develop the 'Challenge for the Future' concept to place Neighbourhood Watch on a more structured basis nationally. There were 2,337 Neighbourhood Watch schemes and 1,110 Community Alert Schemes in operation throughout the country. Local Community Garda Sergeants continued to liaise with local committees. In March 2003 officials from the Department of Justice, Equality and Law Reform met with representatives from Muintir na Tire and Garda Community Relations, and confirmed continued funding at existing levels for Community Alert schemes. In addition, ten Hospitals established Hospital Watch Programmes during 2003.

### Goal Six for 2003: Contributing to Improving Road Safety and the Reduction of Casualties

#### 21 Number of road traffic collisions involving death or serious injury per 1,000 population.

There were 340 people killed on Irish roads, in 306 road traffic collisions during 2003. (This represents a 10% reduction over the 2002 figure of 376 people killed). Using the 2002 census population figure of 3,917,336 this represents 0.09 deaths per 1,000 population (equivalent to 9 deaths per 100,000) and 0.08 road traffic collisions per 1,000 population (equivalent to 8 road traffic collisions per 100,000).

#### 22 Reduce the number of road collisions involving death in line with Government strategy.

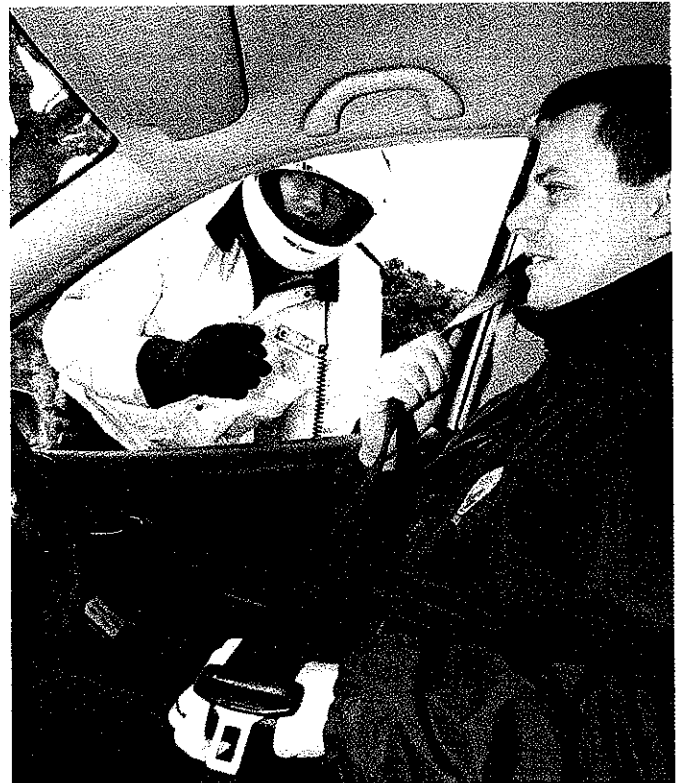
The reduction in the number of fatalities in 2003 of 10%, marks an improvement on the 9% reduction achieved in 2002, and reflects both continued and intensive Garda activity in this area, and the impact of the penalty points system.

#### 23 Satisfaction level of those involved in road collisions with Garda traffic collision investigation.

Ninety one percent (91%) of those involved in road traffic collisions in 2003 were satisfied with Garda investigation of the incident, compared to 88% in 2002.

#### 24 The level of high visibility traffic policing at collision prone locations (recorded in hours).

45,194.5 hours were devoted to high visibility traffic policing of collision prone locations during 2003. (Table 1 refers).





25 The level of high visibility traffic policing at points of visibility (recorded in hours). 59,516.5 hours were devoted to traffic policing at points of high visibility during 2003. (Table 1 refers).

26 The number of traffic Gardaí in each division.

There were 505 dedicated traffic Gardaí in 2003. (Table 1 provides a divisional breakdown).

Table 1: 2003 Indicators of the Level of Traffic Policing and Dedicated Staff Allocation.

DIVISION	HOURS AT COLLISION PRONE LOCATIONS	HOURS AT POINTS OF VISIBILITY	NUMBER OF TRAFFIC GARDAÍ / SERGEANTS
Carlow/Kildare	4304	2260	15
Cavan/Monaghan	3667	4411.5	18
Clare	836	1544	11
Cork City	4308	2931.5	22
Cork North	518	2468	11
Cork West	5191	6945	11
Donegal	2398	2113	23
D.M.R. North Central	1055	1542	16
D.M.R. North	1604	2111	17
D.M.R. South Central	112	2169.5	17
D.M.R. South	630	632	17
D.M.R. East	1376	1285	13
D.M.R. West	363.5	346.5	18
Galway West	1343	1833	17
Kerry	276	849	13
Laois/Offaly	1641.5	4297	11
Limerick	2539.5	1531.5	14
Longford/Westmeath	2679	3367	14
Louth/Meath	2632	2328	21
Mayo	853.5	1409	14
Roscommon/Galway East	325	1842	12
Sligo/Leitrim	923	1620.5	13
Tipperary	880	2589.5	12
Waterford/Kilkenny	2153	3299	15
Wexford/Wicklow	2586.5	3792	12
D.M.R. Traffic	0	0	128
<b>TOTAL</b>	<b>45194.5</b>	<b>59516.5</b>	<b>505</b>

27 The number of speed detections under Operation Lifesaver for cars (recorded by speed limit areas 30, 40, general, and 70 miles per hour per division).

During 2003 there were 177,403 speeding detections relating to cars. (Table 2 presents a divisional breakdown).

Table 2: 2003 Speed Detections of Cars by Garda Division.

DIVISION	CARS					TOTAL CARS
	30	40	50	60	70	
Carlow/Kildare	2,660	554	591	1,012	184	5,001
Cavan/Monaghan	1,845	1,622	38	1,915	2	5,422
Clare	1,708	320	7	1,042	2	3,079
Cork City	4242	1776	98	1072	0	7,188
Cork North	2,896	301	369	3,712	0	7,278
Cork West	1,726	141	18	1,709	28	3,622
Donegal	723	59	2	1,026	15	1,825
D.M.R. North Central	697	553	143	0	0	1,393
D.M.R. North	831	829	4	1	92	1,757
D.M.R. South Central	1,181	474	404	0	0	2,059
D.M.R. South	1,268	908	43	424	39	2,682
D.M.R. East	837	716	0	365	0	1,918
D.M.R. West	76	301	286	104	43	810
Galway West	875	143	3	990	0	2,011
Kerry	1,626	179	9	1,607	0	3,421
Laois/Offaly	3,695	261	19	2,069	244	6,288
Limerick	2,053	922	295	2,037	1	5,308
Longford/Westmeath	2,489	165	96	1,193	6	3,949
Louth/Meath	2,581	837	290	965	488	5,161
Mayo	782	319	25	2,489	2	3,617
Roscommon/Galway East	1,136	236	53	2,322	0	3,747
Sligo/Leitrim	674	278	3	944	41	1,940
Tipperary	3,620	222	35	2,606	1	6,484
Waterford/Kilkenny	4,040	1,538	24	2,270	7	7,879
Wexford/Wicklow	1,281	468	35	3,014	113	4,911
D.M.R. Traffic	29,883	42,746	2,744	3,185	95	78,653
<b>TOTAL</b>	<b>75,425</b>	<b>56,868</b>	<b>5,634</b>	<b>38,073</b>	<b>1,403</b>	<b>177,403</b>

**28 The number of speed detections under Operation Lifesaver for trucks (recorded by rigid, articulated and by speed limits 30, 40, and 50 miles per hour per division).**

During 2003 there were 21,423 speeding detections relating to trucks. (Table 3 presents a divisional breakdown).

**Table 3: 2003 Speed Detections of Trucks by Garda Division.**

DIVISION	Trucks					TOTAL Trucks
	30	40	50	60	70	
Carlow/Kildare	132	38	54	2	1	227
Cavan/Monaghan	16	10	41	58	0	125
Clare	87	18	0	33	0	138
Cork City	103	58	19	14	0	194
Cork North	311	6	214	101	3	635
Cork West	97	1	18	37	0	153
Donegal	64	0	0	1	0	65
D.M.R. North Central	100	49	9	0	0	158
D.M.R. North	45	30	5	0	3	83
D.M.R. South Central	0	0	0	0	0	0
D.M.R. South	1	8	0	0	0	9
D.M.R. East	0	0	0	0	0	0
D.M.R. West	34	37	37	18	0	126
Galway West	57	39	43	0	0	139
Kerry	0	0	36	0	0	36
Laois/Offaly	10	0	7	10	10	37
Limerick	229	105	51	238	2	625
Longford/Westmeath	416	59	26	175	2	678
Louth/Meath	277	275	238	69	19	878
Mayo	6	2	30	0	0	38
Roscommon/Galway East	12	0	15	0	0	27
Sligo/Leitrim	54	24	0	71	0	149
Tipperary	134	18	55	31	0	238
Waterford/Kilkenny	79	74	21	4	0	178
Wexford/Wicklow	28	46	15	72	2	163
D.M.R. Traffic	4,895	10,383	159	887	0	16,324
<b>TOTAL</b>	<b>7,187</b>	<b>11,280</b>	<b>1,093</b>	<b>1,821</b>	<b>42</b>	<b>21,423</b>

**29 The number of detections for non-wearing of seat belts (detections per division).**

There were 41,196 detections of offences committed by persons not wearing seat belts in 2003. (Table 4 presents a divisional breakdown).

**30 The number of arrests for driving while intoxicated (arrests per division).**

There were 12,106 people arrested for driving while intoxicated during 2003. (Table 4 presents a divisional breakdown).

**31 The number of roadside breath tests (per division) once section 10 of the 2002 Act is commenced.**

Section 10 of the Road Traffic Act 2002, which provides for the taking of road-side breath tests, came into force on the 10<sup>th</sup> December 2003. Accordingly, this performance indicator is not being reported on in 2003, but it will be in 2004.

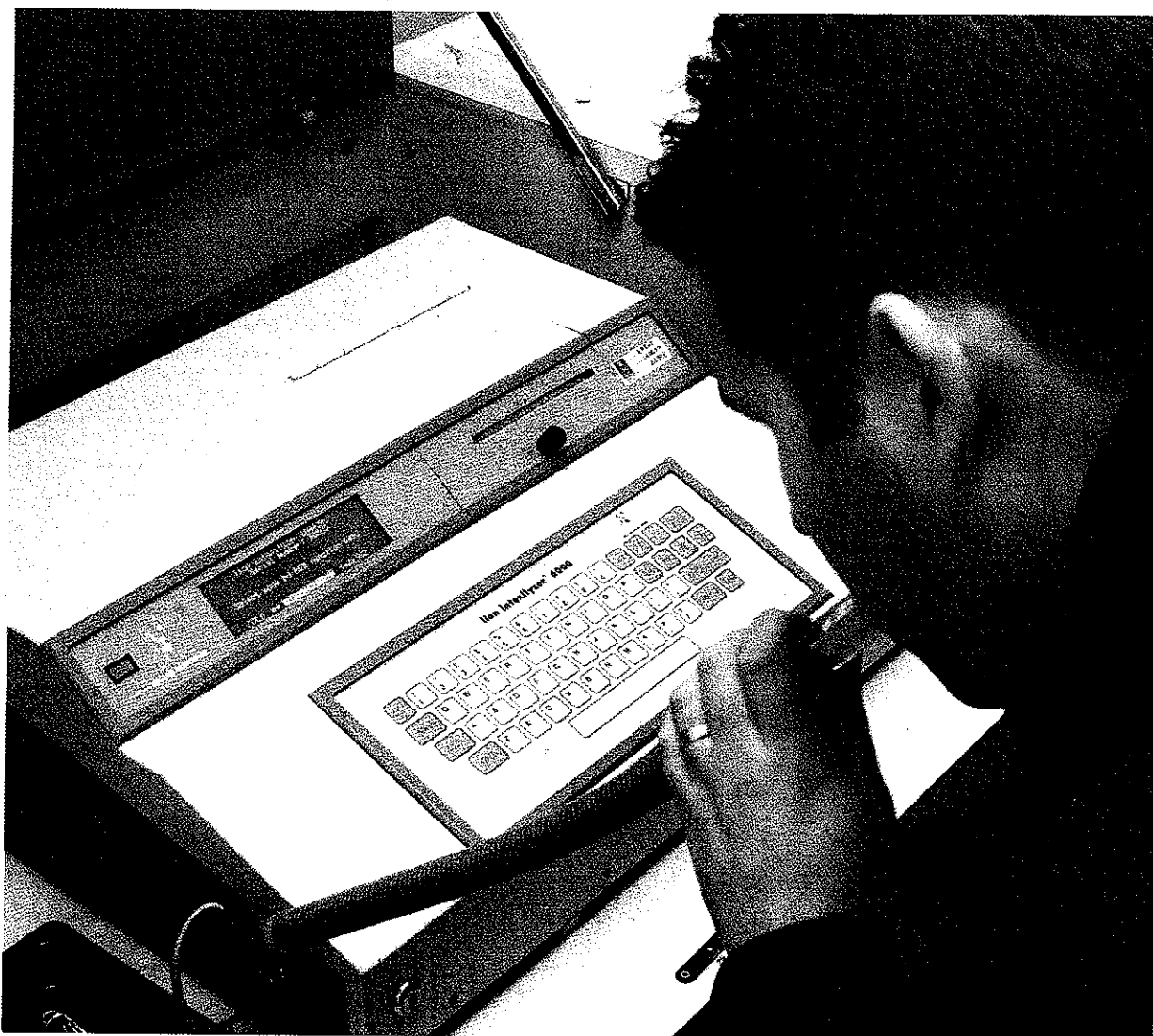


Table 4: 2003 Detections of Seat Belt, Over Weight Vehicles, and Driving While Intoxicated Offences by Garda Division.

DIVISION	SEAT BELTS	OVER WEIGHT	DRIVING WHILE INTOXICATED
Carlow/Kildare	2399	84	689
Cavan/Monaghan	958	42	647
Clare	733	39	204
Cork City	5332	601	1084
Cork North	1162	16	341
Cork West	972	0	301
Donegal	609	13	412
D.M.R. North Central	2306	293	367
D.M.R. North	3119	69	480
D.M.R. South Central	915	24	470
D.M.R. South	425	20	508
D.M.R. East	1501	6	303
D.M.R. West	903	20	479
Galway West	852	37	453
Kerry	2446	5	531
Laois/Offaly	1069	0	387
Limerick	1422	55	474
Longford/Westmeath	1165	27	315
Louth/Meath	1156	114	804
Mayo	1461	41	498
Roscommon/Galway E	473	0	263
Sligo/Leitrim	806	28	158
Tipperary	1376	16	418
Waterford/Kilkenny	4374	64	702
Wexford/Wicklow	2189	89	551
D.M.R. Traffic	1073	195	267
<b>TOTAL</b>	<b>41,196</b>	<b>1,898</b>	<b>12,106</b>

32 The number of cases of dangerous driving and careless driving prosecuted (cases by division).

There were 1,974 cases of dangerous driving (contrary to section 53 of the Road Traffic Act, 1961), and 1,778 cases of careless driving (contrary to section 52 of the Road Traffic Act, 1961) prosecuted in 2003. These prosecutions did not arise from a traffic collision investigation. (Table 5 presents a divisional breakdown).

33 The number of cases of dangerous driving and careless driving prosecuted that resulted from traffic collision investigations (cases by division).

Arising from traffic collision investigations; there were 590 cases of dangerous driving (contrary to section 53 of the Road Traffic Act, 1961), and 1,108 cases of careless driving (contrary to section 52 of the Road Traffic Act, 1961) prosecuted in 2003. (Table 5 presents a divisional breakdown).

Table 5: 2003 Prosecutions for Dangerous and careless driving by Garda Division.

DIVISION	S. 53 RESULTING FROM A COLLISION	S.52 RESULTING FROM A COLLISION	TOTAL S.52	TOTAL S. 53
Carlow/Kildare	53	75	222	209
Cavan/Monaghan	29	4	43	136
Clare	8	29	53	30
Cork City	33	216	393	112
Cork North	9	18	54	39
Cork West	7	62	117	27
Donegal	45	9	32	201
D.M.R. North Central	8	23	57	63
D.M.R. North	30	43	134	67
D.M.R. South Central	7	23	92	21
D.M.R. South	29	52	94	104
D.M.R. East	24	39	111	48
D.M.R. West	44	79	212	177
Galway West	11	40	131	90
Kerry	15	35	63	35
Laois/Offaly	26	54	140	89
Limerick	17	38	110	144
Longford/Westmeath	9	71	247	74
Louth/Meath	57	26	82	204
Mayo	33	49	131	229
Roscommon/Galway East	13	12	48	74
Sligo/Leitrim	23	27	63	61
Tipperary	24	33	87	134
Waterford/Kilkenny	17	18	52	51
Wexford/Wicklow	19	33	106	232
D.M.R. Traffic	0	0	12	13
<b>TOTAL</b>	<b>590</b>	<b>1108</b>	<b>2886</b>	<b>2564</b>

### 34 The number of detections of overweight vehicles (detections by division).

There were 1,898 detections of overweight vehicles during 2003. (Table 4 presents a divisional breakdown).

## Goal Seven for 2003: Providing Help and Support to Victims of Crime

### 35 Strongly increase the number of referrals to Victim Support.

The Garda Commissioner signed a partnership agreement with Victim Support during 2003. A working group was established to progress and develop this agreement. 2003 saw the introduction of automated referral letters to Victims of Crime from local District Officers via the PULSE system. These letters specifically mention, and provide contact information for, the Victim Support organisation. It will be some time before statistical evidence is available to establish whether this referral letter will impact on figures. Structures are currently being put in place at Garda Community Relations section to



enable a statistical correlation to be carried out when the data becomes available. Community Relations continues to meet with Victim Support to devise mechanisms, which will assist in monitoring and increasing referrals to Victim Support.

### 36 Joint Garda/Victims/Victim Support Conference 2003.

The joint Garda/Victims/Victim Support Conference planned for 2003 was postponed at the behest of Victim Support. It is anticipated that this conference will take place during 2004

## Goal Eight for 2003: Maintaining State Security

### 37 Regular provision of threat assessments to Government.

Through analysis of intelligence gathered from domestic and international sources, An Garda Síochána provided up-to-date threat assessments to the Minister for Justice, Equality and Law Reform and the Government throughout 2003. This embraced analysis of the threat posed by the activities of subversive groups in this jurisdiction, and that emanating from international terrorist groupings with suspected members residing in the country.

### 38 Containment of Irish terrorist activity and support international efforts to counter terrorism.

Throughout 2003 specialist units, in conjunction with divisional personnel nationwide, were successfully utilised in intelligence driven operations against targets selected after considered analysis. Court convictions helped to dissipate the membership of the Real IRA further, thereby weakening their ability to mount attacks.

### 39 Feedback from foreign intelligence agencies.

Feedback from foreign intelligence agencies, both Irish liaison officers abroad and foreign liaison officers based in the State and in the U.K. was regularly supplied throughout the year in the course of various



operations against terrorist targets. Feedback was positive and maximum use was made of available intelligence. Personnel from An Garda Síochána attended various international conferences on terrorism in addition to participation in working parties at EU level.

### Goal Nine for 2003: Maintaining Public Order for a Better Quality of Life

#### 40 Feelings of public safety. (How safe people feel in public areas).

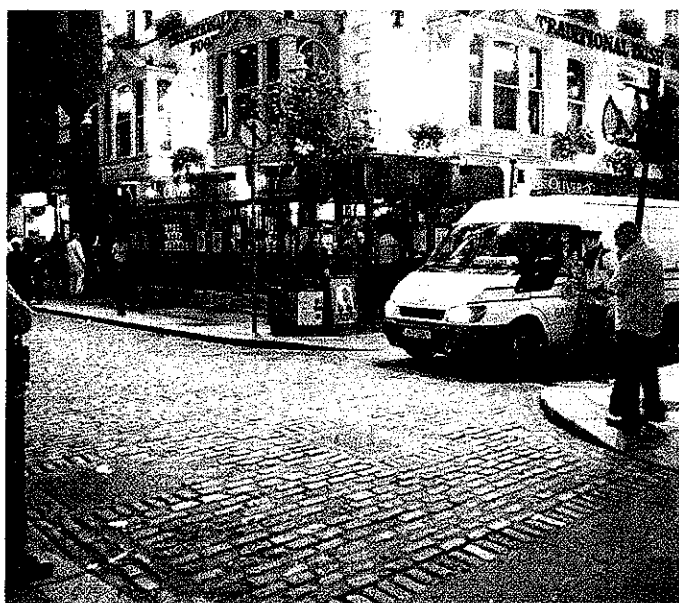
Seventy five percent (75%) of those surveyed as part of the 2003 Public Attitude Survey felt very safe (28%) or safe (47%) in public areas after dark. These findings compare to 76% who indicated that they felt safe after dark in 2002; 29% feeling very safe, and 47% feeling safe.

#### 41 Number of public order incidents per 1,000 population

There were 13.6 public order incidents per 1,000 population in 2003, compared to 12.5 in 2002. (Calculated using the 2002 Census of Population data).

#### 42 Number of reported racially motivated incidents.

There were 68 racially motivated incidents reported to An Garda Síochána in 2003. There were 124 such incidents reported to, and recorded by, An Garda Síochána in 2002.





## Goal Ten for 2003: Providing Excellence in Immigration Service

### 43 Improve the service to all categories of persons reporting under the Aliens' Act by improved IT systems and reduced waiting.

A number of significant enhancements were made to the Garda National Immigration Bureau (GNIB) Information System in 2003. These enabled the provision of an improved level of service to all customers. Such enhancements included;

- ✦ the introduction of an electronic document tracking system in May. This has become a rich repository of intelligence, facilitating rapid document tracking, and updating of information
- ✦ the introduction of e-mail facilities for those involved in immigration duties in June. This has been a significant aid for notification of critical information and intelligence
- ✦ the introduction of smart card technology in July, whereby all non-nationals are issued with a Registration Card which includes a microchip. The new card contains the person's photograph, and details regarding his/her registration etc. These cards are difficult to forge, and facilitate quicker validation of the person's status in the country.
- ✦ a new functional area regarding Carriers Liability was introduced onto the GNIB Information System in September. The new technology assists with monitoring of offences committed by carriers, as well as the printing of warning, offence and payment notices.
- ✦ the establishment of an interface between the GNIB Information System and that of the Department of Social and Family Affairs in October. This sharing of information enables staff of the GNIB to quickly establish the social welfare status of an individual registered in the country, and it enables staff of the Department of Social and Family Affairs to quickly validate the current immigration status of its customers.

### 44 Increase the services provided by the Garda Intercultural Office and the Garda Human rights Office and build on the human rights, dignity and respect achievements of the Garda and Council of Europe Human Rights in Policing Initiative 1999-2000.

During 2003 the Garda Human Rights Office (GHRO) continued to support the work of the Garda Human Rights Working Group. In particular, the Office liaised with consultants who were commissioned to conduct an audit of Garda Human Rights policies and practices. A 'First Steps' generic human rights training programme for Garda Teacher/Trainers was devised and deployed by the GHRO in association with the Garda Human Rights Working Group. A total of 216 trainers were identified and by the year's end 68 trainers had completed the five-day programme. Further courses in 2004 will cater for the remainder of trainers. Staff of the GHRO continued to deliver training modules to development courses for Sergeants, Inspectors, Superintendents and Chief Superintendents. A special module was developed and delivered to Public Order Commander courses, attended by Chief Superintendents, Superintendents and Inspectors.

*Goal Eleven for 2003: Managing Change, Implementing SMI Projects, Improving Service Quality, Competence Development for Performance, Increasing Training, Improving the Garda Work Climate, Providing support for the 2003 Special Olympics, Planning and Preparing for the Policing Element of the Irish EU Presidency in 2004, Implementation of the Garda Declaration of Professional Values and Ethical Standards.*

### 45 Introduce a Garda Personal Development Programme to increase competence and performance.

In 2003, the consultancy company Saville and Holdsworth Ltd. finalised training of personnel in the Garda College in competency based interview techniques in order that they would be able to train interview boards for the promotion competitions in 2004. A partnership committee consisting of Garda



management and the staff associations was established. One of the objectives of the committee is to examine all aspects of performance management within An Garda Síochána. This will include experiences at district and divisional level. It aims to identify an appropriate model to increase competence and performance throughout the organisation by;

- ◆ assessment and monitoring of performance against targets.
- ◆ collating the factors inhibiting attainment of defined strategic goals and objectives.
- ◆ providing feedback to staff, to help them learn from experience, build on strengths and identify where improvements can be made.
- ◆ assessment of resources, systems changes and training needs.

#### **46 Achieve further progress in the implementation of SMI projects.**

The final report on S.M.I. has been submitted to the Department of Justice, Equality and Law Reform and a decision is awaited before any further progress can be made.

#### **47 Achieve a programme to raise levels of awareness of, and the necessity for, organisational change.**

Change Management continued to keep An Garda Síochána informed of all change projects during 2003. Two newsletters and 10 bulletins on PULSE (the Garda computer system) and the Fixed Charge Processing System (FCPS) were developed and circulated. Two communications effectiveness surveys were carried out. Staff from the Change Management section met with regional PULSE agents eight times during the year. They also; managed the resolution of issues raised at meetings, developed a communications

strategy for the FCPS project, briefed Staff Associations on six occasions in relation to FCPS, PULSE and SMI (the Strategic Management Initiative), delivered two management development workshops on FCPS, PULSE (Release 2) and SMI. Two seminars were held in 2003 for all traffic units on the FCPS. There were also 29 PULSE seminars in 16 venues throughout the Country in advance of Release 2.

**48 Each Divisional Officer will certify validation of all PULSE entries within one week of the end of each quarter.**

At the end of each quarter in 2003 Divisional Officers certified that PULSE entries within their areas of responsibility were valid and correct. In most cases this was done within a week of the end of the quarter, but in all cases it was done within three weeks of the end of the quarter.

**49 Reduce error rate in PULSE data capture by 5 per cent.**

A 7% reduction in the error rate in PULSE data capture was achieved in 2003. This was in excess of the targeted 5% reduction.

**50 Increase compliance with data capture policy by 5 per cent in relation to data entered.**

A 3% increase in compliance with data capture policy (timely entry of data etc.) was achieved in 2003. This was 2% short of the targeted 5% increase.

**51 Ensure integrity of PULSE database by active and on-going random review of records.**

To ensure the integrity and quality of the Pulse database a Merge system was developed. This system minimizes the risk of duplication of data on PULSE by identifying people etc. who could be duplicated on the PULSE system in error. Change Management developed the processes and procedures for the Merge tool on PULSE, and thereafter managed the pilot and implementation phases of Merge. As a result, in excess of 120,000 person and location records were submitted to the merge process for analysis.



## 52 Maintain awareness of Quality Service.

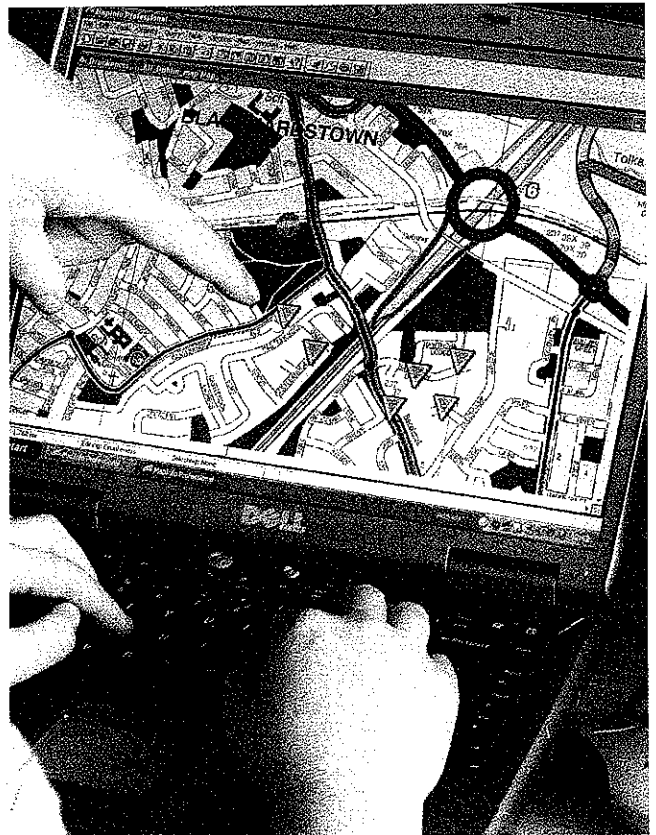
Awareness of Quality Service across An Garda Síochána was co-ordinated by the Garda National Quality Service Bureau (GNQSB) during 2003. Specific projects undertaken during the year included a seminar in April for Divisional Quality Service Managers; continued training inputs on development courses for Sergeants and Inspectors, and a focus on continuous improvement through analysing and disseminating information from comment cards completed by Garda customers and forwarded to the GNQSB.

An Garda Síochána's commitment to training of our Student/Probationer Gardai, as well as in-service training, specialist training and development courses, plays a critical role in the Garda organisation providing the efficient and effective service that all customers are entitled to. To ensure the quality of our training we continuously review the content of our courses and upgrade where appropriate. Training/development sources outside the Garda organisation are also utilised.

## 53 Build on the EFQM Excellence Model pilots at the Garda College and DMR South Central.

The Garda Service Excellence Model (EFQM) continued to be piloted in the Dublin Metropolitan Region, South Central Division, and in the Garda College in 2003.

- ◆ In the DMR South Central; a briefing package on the model was developed and presented to each district, five focus groups were compiled members of which prepared an action plan to address the areas for improvement identified during the initial self-assessment process. Also process managers were given responsibility for and ownership of the strategic goals of the Policing Plan 2003, and a pin-mapping system was introduced for crime and accident analysis.
- ◆ In order to meet the requirements of the EFQM pilot study at the Garda College the following tasks were completed:
  1. a strategic self-assessment document was developed.
  2. internal customer results/evaluation forms were devised
  3. an internal Climate Survey was completed
  4. an assessors report was commissioned which outlined strengths and areas for improvement. Eighty-six (86) areas were identified for improvement. These are now being targeted.



## 54 Satisfaction with Garda service.

Eighty four percent (84%) of those sampled as part of the 2003 Public Attitude Survey were satisfied with Garda service during 2003; 15% were very satisfied and 69% were satisfied. This compares with 81% satisfaction in 2002; 17% who were very satisfied and 64% who were satisfied.

### 55 Satisfaction with how a phone query was handled, speed of answering, percentage of 999 calls answered within 10 seconds. Did respondent identify the station.

The Garda National Quality Service Bureau conducted a telephone survey during 2003. (The survey included an analysis of 143 telephone calls to Garda Stations throughout the country). A total of 52% of calls were answered within three rings, a further 23% were answered between four and six, and 14% between seven and ten. Sixteen (16) calls rang out, or in other words 11% of the calls were not picked up, an area for improvement which has been prioritised in Garda training. The 52% of calls that were picked up within three rings compares to 88% (answered promptly) in 2002, 48% in the 2001 survey, and 40% in an IMS survey in 2000.

An overall satisfaction rating of 92% was achieved in this survey – 48% very satisfied and 44% satisfied. This 92% is the exact same rating as was achieved in the 2002 survey, and just 1% less than the 91% satisfaction rating achieved in the IMS 2000 survey. The telephone survey revealed that in 93 per cent of calls, the name of the station was given to the caller.

The 2003 Public Attitude Survey established that 30 of its respondents made a 999/112 call to An Garda Síochána during 2003. Eighty seven percent (87%) of this group estimated that their call was answered within 10 seconds. (90% in 2002)

### 56 Percentage of letters answered within ten working days.

99% of letters received by An Garda Síochána were answered within 10 working days in 2003 (up from 94% in 2002), while the proportion answered on the same day/by return was 52% (47% in 2002).

### 57 Percentage satisfaction with response to incidents requiring an immediate response in each division.

Sixty eight percent (68%) of those who requested an emergency service in 2003 were either very satisfied (34%) or satisfied (34%) with the Garda response provided. This compares to 81% satisfaction in 2002; 50% very satisfied and 31% satisfied.

### 58 How good a job the Gardai do locally by housing tenure.

The 2003 Public Attitude Survey established that the majority of respondents surveyed, in each category vis-à-vis housing tenure, were of the opinion that An Garda Síochána were doing 'a fairly good job'. Table 6 provides a full breakdown of the findings.

Table 6: How good a job Gardai do locally by housing tenure.

	Owned Outright	Owned with Mortgage	Rented from Landlord	Rented from Local Authority	Other
Fairly good job	79	77	76	66	57
Fairly poor job	13	16	20	21	9
Very poor job	5	3	0	11	17
Don't know	3	4	4	2	17
<b>Total %</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

### 59 Satisfaction levels among staff in An Garda Síochána.

The Garda National Quality Service Bureau measured satisfaction levels among staff during 2003. Survey questionnaires were completed by 412 civilian staff and 2,389 Garda personnel (126 Phase I students, 100 Phase III students and 2,154 Gardaí & Sergeants). The key findings included:

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- ✦ 84% of respondents felt they could personally improve customer satisfaction
- ✦ 70% had a clear understanding of the targets that are required of them in their job
- ✦ 69% agreed there was a strong team spirit in their section or unit
- ✦ 63% felt they had good opportunities for career progression and development.

Areas for improvement identified in the responses included:

- ✦ a need for more attention to informing staff about their progress at work
- ✦ a desire for enhanced management of change
- ✦ better recognition of the importance of individual staff member's opinion(s).

The outcomes of this staff survey will inform future staff projects and will be incorporated into the further deployment of the E.F.Q.M. model within An Garda Síochána.

#### **60 Number of Gardai available for operational duty per 1,000 population.**

At the end of 2003 the strength of An Garda Síochána was 12,017 members, representing slightly more than 3 Gardaí per 1,000 population. (Based on the 2002 C.S.O. population figure of 3,917,336).

#### **61 Proportion of Garda time engaged on outdoor duty.**

The proportion of time spent by members of An Garda Síochána on outdoor duties in 2003 was 59.5%. The comparator for 2002 was 55%.

#### **62 Reduce the number of complaints.**

The number of complaints made against members of An Garda Síochána during 2003 was 1,175 this is 16% down on the 1,405 complaints recorded by the Garda Complaints Board in 2002. Garda training continued to focus on conflict resolution techniques during 2003, and members frequently complained of were spoken to by their Divisional Officer.

#### **63 Reach a strength of 12,200 Garda members during 2003.**

The overall strength of An Garda Síochána at the end of 2003 was 12,017. (Numbers peaked at 12,035 in November). This year-end figure was 183 short of the target of 12,200 members, and is attributable, in part, to the 252 non-compulsory (and unpredictable) retirements during the year.



#### **64 Evaluation of depth and thoroughness of implementation of the Garda Declaration of Professional Values and Ethical Standards. Evaluation of compliance by year end 2003.**

In July 2003 a copy of the Garda Declaration of Professional Values and Ethical Standards was distributed to every member of the organisation. Posters were also distributed for display in public offices etc. An Ethics and Professional Standards Committee was established. The work of the committee will help in identifying and underpinning the core content of training seminars and other methodologies to be conducted which will facilitate the introduction and understanding of the Declaration throughout the organisation.

Training in the implementation of the Garda Declaration of Professional Values and Ethical Standards is provided on Phase I and III of the Student/Probationer Education/Training Programme. The implementation of the Garda Declaration is integrated into all aspects of the Legal, Garda Practice and Procedures and Contextual Policing subjects that form part of the Student/Probationer Education/Training Programme. A Module on Human Rights incorporating the Garda Declaration of Professional Values and Ethical Standards is included in the Continuous Professional Development Programme 2003/2004 for delivery by Divisional Training Staff to operational Sergeants and Gardai.

### **Goal Twelve for 2003: Managing Finance to Achieve Best Value-For-Money**

#### **65 Compliance with budget allocation.**

The net budget allocation for 2003 was €963.8 million. The actual expenditure was €962.5 million, some €1.3 million less than budget. The requirement to manage the Garda finances within budget were fully complied with.

#### **66 Further progress the preparation for activity costing, costing major functional policing areas (drugs, traffic, crime enforcement) and costing major events and projects.**

To enhance the ability to prepare activity costings for major functional policing areas, a new chart of accounts incorporating project codes was implemented in 2003.

#### **67 Expenditure on policing per head of population.**

The average cost of policing per head of population in 2003 was €245.72. (This calculation is based on the 2002 population figures published by the CSO). The cost per head of population in 2002 was €236.00.

#### **68 Ensure the Garda organisation is competent to support the Commissioner in the role of Accounting Officer.**

In 2003, the design, build and testing of the new financial management system was finalised, for implementation in January 2004. This system will support the Commissioner in the role of Accounting Officer, and will facilitate devolution of budgetary responsibility to, and within, An Garda Síochána. The new chart of accounts will improve the quality of financial management information. All financial forms have been designed to optimise the productivity gains expected from the implementation of this system. A revised delegated sanction framework has been agreed with the Department of Justice, Equality and Law Reform to improve the efficiency and methodology of managing expenditure from the Garda Vote.

#### **69 Further devolve elements of the Garda budget to Regional, Divisional, and District level.**

Substantial progress has been achieved in the establishment of Divisional Procurement Committees, members of which are charged with managing devolved budgets. The revised delegated sanction

framework and the training programme, together with standardised tender documentation, have streamlined the management of devolved budgets. The 2003 Home Travel and Subsistence Budget of €17.9 million was devolved to Assistant Commissioners, and the Training Budget of €2.1 million was devolved to Assistant Commissioner, Human Resource Management.