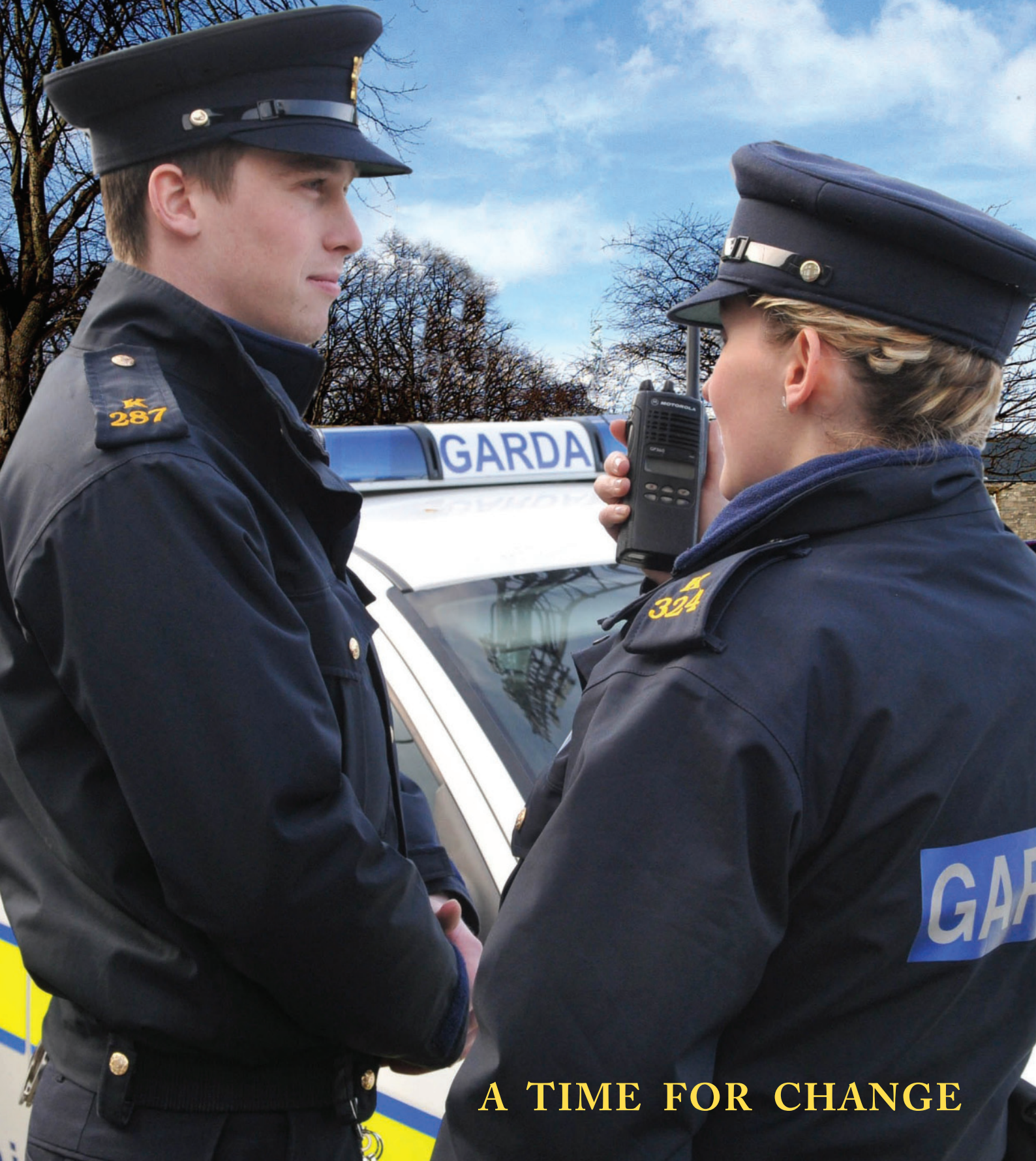




An Garda Síochána Policing Plan 2009



A TIME FOR CHANGE



FOREWORD



I am pleased to introduce An Garda Síochána's Annual Policing Plan 2009. This plan brings a natural conclusion to the three year planning cycle outlined in our Corporate Strategy 2007-2009 and includes the priorities for An Garda Síochána as determined by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005.

The preparation and production of the Annual Policing Plan affords us an opportunity to take stock of last year's performance and to consult with the community and other partners to ensure that next year's priorities and objectives target their concerns. In the changed financial environment, I am acutely aware that strong leadership and prudent financial management will be required to deliver our key actions. Partnership and consultation are vital to the plan itself and, on an ongoing basis, enhance our ability to deliver a professional policing service, which caters for the needs of both those who deliver and those who receive that service.

The key to the success of any police service is its relationship with the community it polices. The community's concerns are An Garda Síochána's concerns. Their needs are our needs and we can work together to find shared solutions to shared problems.

Throughout this plan we detail the key actions which we will undertake in pursuing our core activity which is the prevention and detection of crime. We will ensure that we use all our resources effectively and efficiently towards this overall objective – from the people on the beat and working in local units through to specialist units, national support services and civilian support staff. We will continue to target those people who are committing crime as well as focusing on anti-social behaviour and public disorder which can affect the quality of life in local communities. Road traffic enforcement directed at reducing the levels of death and serious injury on our roads will continue. The focus across all areas of activity will, as always, be on intelligence led operations, high visibility patrolling and utilising our resources to the greatest effect to get the best results.

Our programme of change and modernisation will continue. This programme is driven by our overall vision which is to have excellent people delivering policing excellence. All new initiatives and projects are directed at making us even better at what we do and at ensuring that we have the best resources, infrastructure and supports to deliver 21st century policing. In this regard I propose to open replacement Garda stations at Ballymote, Buncrana and Finglas during 2009.

I am very proud to lead a strong organisation of men and women, both Garda and Civilian, who dedicate themselves daily to securing a safe community for everyone. When I became Commissioner, I stated that our job is to ensure that people feel safe on the streets and in their homes. An Garda Síochána will not let up in pursuit of that objective and adherence to this plan will ensure that we consistently seek to deliver the highest standards of professional policing for the community.

A handwritten signature in black ink, appearing to read 'M.F. Murphy', written over a horizontal line.

M.F. Murphy
Commissioner of An Garda Síochána



VISION



‘Excellent people delivering
policing excellence’

MISSION

To achieve the highest attainable level of
Personal Protection, Community
Commitment
and State Security

VALUES

Having respect for people and accepting
diversity in all its forms

Protecting human rights and adhering to the
principles of fairness and justice

Maintaining partnerships with the community

Individual responsibility and transparent public
accountability

Honesty, professionalism and ethical leadership

Continuously learning and embracing change.



PRIORITIES FOR AN GARDA SÍOCHÁNA FOR 2009

Determined by the Minister for Justice, Equality and Law Reform

Background

The function of An Garda Síochána under section 7 of the Garda Síochána Act 2005 is as follows:

- preserving peace and public order
- protecting life and property
- vindicating the human rights of each individual
- protecting the property of the State
- preventing crime
- bringing criminals to justice, including by detecting and investigating crime
- regulating and controlling road traffic and improving road safety

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement – currently the Garda Síochána Corporate Strategy 2007 – 2009. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to road safety, drugs, youth justice, victims of crime and the proposed strategy on domestic and sexual violence.

Priorities for 2009

The Minister has determined the following matters as special priorities for An Garda Síochána for 2009 in accordance with Section 20 of the Garda Síochána Act 2005.

National and International Security

To protect the security of the State and the people against domestic and international terrorism.

Crime

To target serious crime, in particular organised, gun and drug related crime.

Traffic

To improve road safety by taking appropriate measures to reduce the number of deaths and serious injuries on the roads.

Public Order

To preserve peace and public order in co-operation with local communities, in particular by targeting disorder arising from binge drinking.

Customer Service

To complete and implement a Garda charter which will improve the Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

Illegal immigration and Human Trafficking

To protect national sovereignty, the frontiers of the State and the integrity of the State's immigration systems and to prevent and target human trafficking and people smuggling through the effective enforcement of national and international immigration law.



GOAL

1

STRATEGIC GOAL ONE - NATIONAL AND INTERNATIONAL SECURITY

To maintain national and international security

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Monitor the national and international environments to identify and analyse potential and emerging security threats	Continued development of the organisation's intelligence gathering capability and focused targeting of identified security threats and proactive intelligence-led operations.	No terrorist attacks occurring within the State Operations targeted at terrorist groups Intelligence and information shared with international counterparts as appropriate	Assistant Commissioner Crime & Security	A Safe and Secure State
Take positive action to prevent or contain identified threats	Continued interaction, and information exchanges, with International Security and Police Agencies.	Sources and quality of intelligence enhanced in each Garda Division		A Positive Contribution to International Security
Maintain and develop our capability to proactively and reactively respond to national and international security threats		Collaboration with international security agencies in the area of training increased		



GOAL

2

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Increase targeting of organised and serious crime networks including human trafficking networks	Confronting organised crime, drug trafficking, gangland crime and related killings by the greater use of intelligence, legislation and the co-ordination of targeted operations. We will develop a national strategy to tackle organised, armed and travelling criminals.	Detection rates for illegal firearms increased Incidents where drugs are discovered for sale or supply increased	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner Assistant Commissioner National Support Services	Serious and Organised Crime Undermined Within the State
Target property crime, including intellectual property and counterfeiting	The development of a multi-agency prolific offender strategy and the completion and implementation of a Crime Prevention Strategy.	Property crime reduced Detection rates for property crime increased	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner	Reductions in Property Crime and Increased Detections
Increase the ability of An Garda Síochána to detect crime utilising forensic and other technological developments	The continued development of our forensic and technological analysis capability in areas such as mobile phones, CCTV, computer and multi media devices and the continued upgrade of the Automated Fingerprint Identification System (AFIS).	Detection rates for assaults increased	Each Regional Assistant Commissioner and Assistant Commissioner National Support Services	An Garda Síochána's Ability to Detect Offenders Increased
Enhance organisational capability in managing the risk associated with sex offenders	In conjunction with the Probation Service enhance the monitoring of sex offenders by implementing a structured programme to manage the risk they pose to society.	All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed	Assistant Commissioner National Support Services	Risk Posed by Sex Offenders Subject to the Provisions of Legislation Reduced
Ensure effective intervention in domestic violence incidents and crimes of a sexual nature	By improving public confidence in the capacity of An Garda Síochána to intervene effectively in Domestic Violence incidents and crimes of a sexual nature	Detection rate for sexual offences increased The number of arrests for Domestic Violence related incidents increased	Each Regional Assistant Commissioner Each Regional Assistant Commissioner	Increased Confidence in An Garda Síochána's Ability to Investigate Crimes Involving Domestic Violence and those of a Sexual Nature



GOAL

3

STRATEGIC GOAL THREE - TRAFFIC

To significantly reduce the incidence of fatal and serious injuries and improve road safety

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Targeted enforcement of both Road Traffic and Road Transport Legislation	Recent experience has shown that greater visibility has contributed to increased compliance with Road Traffic legislation. We will seek to deliver these actions through greater visibility and enforcement by:	Incidence of drink driving determined, utilising available data	Assistant Commissioner Traffic and Each Regional Assistant Commissioner	<p>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</p> <p>Significant Contribution to the Free Flow of Traffic</p>
Promote road safety awareness	<ul style="list-style-type: none"> Greater use of MAT (Mandatory Alcohol Testing) checkpoints Full utilisation of speed detection equipment Rollout of ANPR (Automated Number Plate Recognition) systems Continuing to improve public awareness Progressing the outsourcing of safety cameras. 	Targets, appropriate to An Garda Síochána, set out in the Road Safety Strategy 2007-2012, achieved	Assistant Commissioner Traffic and Each Regional Assistant Commissioner	
Further develop organisational capability in road policing	The development and implementation of a National Roads Policing Strategy for An Garda Síochána.	The number of fatal and serious road collisions reduced	Assistant Commissioner Traffic and Each Regional Assistant Commissioner	



GOAL

4

STRATEGIC GOAL FOUR - PUBLIC ORDER

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
To manage public disorder and anti-social behaviour, in particular those problems associated with the night time economy	Engage effectively with community, business and statutory groups in conjunction with the analysis of available data in identifying and targeting local public order and anti-social behaviour hot-spots.	Incidents of public disorder reduced	Each Regional Assistant Commissioner	Safer Communities and Public Places
Maintain and enhance organisational capability to effectively address incidents of public disorder	Develop partnerships with the licensed trade and other relevant stakeholders to create local strategic alliances in managing the night time economy to reduce alcohol and drug related public disorder.	Incidents of criminal damage reduced	Each Regional Assistant Commissioner	
	Effectively utilise the provisions of the law, in particular the Intoxicating Liquor Act 2008, to challenge and control anti-social behaviour, public disorder and underage drinking through targeted operations.	Incidents of assault reduced	Each Regional Assistant Commissioner	
		National awareness campaign directed at the carrying of knives completed	Director of Communications	



GOAL

5

GOAL FIVE - ETHNIC AND CULTURAL DIVERSITY

To provide equal protection and appropriate service, while nurturing mutual respect and trust

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Implement Garda Diversity Strategy	The implementation and evaluation of Garda Diversity Strategy.	Garda Diversity Strategy implemented and evaluated	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner	A Garda Service that Reflects and Serves our Diverse Communities
Increase the capability and effectiveness of An Garda Síochána in creating an organisation representative of the community it serves	Targeted and innovative recruitment campaigns.	Percentage of new entrants from minority communities to An Garda Síochána (full-time and Reserve Gardaí) increased	Assistant Commissioner Human Resource Management and Each Regional Assistant Commissioner	
Engage with ethnic and culturally diverse communities	Proactively developing methods of engaging with ethnic and culturally diverse communities to ensure access to services and information. Improved recording of racist incidents.	Enhanced data on racist incidents with a view to increased detections	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner	



STRATEGIC GOAL SIX - COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people of Ireland

GOAL

6

Key Actions	This will be achieved by:	Performance Indicators	Process Owner	Outcome	
A National focus on Community Policing	Implementing and evaluating the Garda Síochána National Model of Community Policing on a pilot basis in thirty Garda Districts.	Pilot of National Model of Community Policing implemented and evaluated	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner	A Garda Service that is Partnership Based and Community Oriented	
Implement Garda Youth Strategy	Working in collaboration with our strategic partners under the umbrella of the National Youth Justice Strategy 2008-2010	Targets appropriate to An Garda Síochána, as set out in the National Youth Justice Strategy, achieved	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner		
Enhance our service to the community through the implementation of a Garda Charter	Completing the development of a Garda Charter	Garda Charter completed and pilot commenced	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner		
Engage with older people	Developing effective and innovative policing approaches to enhance our engagement with older people in our communities.	Satisfaction levels of older people with Garda service established through joint survey with relevant partner agencies	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner		
Communicate effectively with the community	Developing a communications strategy to support the work of An Garda Síochána.	Strategy developed and phased implementation	Director of Communications		
Engagement with all members of the community	Engaging with Joint Policing Committees, interest groups, statutory and voluntary agencies to ensure safe and secure communities.	Garda involvement in Joint Policing Committees evaluated Two Family Liaison Officers appointed in every Garda District	Assistant Commissioner Strategy & Training		Improved Communication with, and Service to, Victims of Crime
Enhance An Garda Síochána's victim related services	Work towards improving delivery of Victims Charter commitments in consultation with the Victims of Crime Office and the Commission for the Support of Victims of Crime	Satisfaction levels of victims of crime with Garda service established through joint survey with relevant partner agencies Letters to victims issued in all appropriate cases.	Assistant Commissioner Strategy & Training and Each Regional Assistant Commissioner Each Regional Assistant Commissioner		



STRATEGIC IMPERATIVES

Strategic Imperative	Change Improvement Project	Timeframe	Ownership
To develop An Garda Síochána's operations management capabilities	<ul style="list-style-type: none"> Continued development of An Garda Síochána's Portal Evaluation of deployment of Regional Support Units Review of administrative practices 	Release 2.0 – Q2 Release 3.0 – Q4 Projects completed – Q4 Projects progressed – Q1, Q2, Q3, & Q4	Assistant Commissioner National Support Services Chief Administrative Officer
To develop An Garda Síochána into a world-class organisation	<ul style="list-style-type: none"> Develop Activity Based Costing in support of strategic goals Complete a management information framework 	Project completed – Q1 Project completed – Q1	Assistant Commissioner South Eastern Region
To engage, train, develop and motivate staff	<ul style="list-style-type: none"> Review of recruitment and selection Engage and motivate all employees of An Garda Síochána 	Project completed – Q1 Project completed – Q3	Assistant Commissioner Human Resource Management
To renew and invigorate the culture of An Garda Síochána	<ul style="list-style-type: none"> Reduce complaints made against members of An Garda Síochána Recognise the contribution of senior members of An Garda Síochána Complete the assessment of the culture of the organisation and appropriate interventions 	Project completed – Q1 Project completed – Q4 Project completed – Q4	Assistant Commissioner Strategy & Training
To ensure that An Garda Síochána is a well-led and well-managed organisation	<ul style="list-style-type: none"> Current strategic planning approach / capability 	Project completed – Q1	Assistant Commissioner Dublin Metropolitan Region
To develop an excellent customer relationship model in An Garda Síochána	<ul style="list-style-type: none"> Implementation of customer relationship model 	Project completed – Q4	Assistant Commissioner Western Region



BOUNDARY CHANGES

The 2008 Annual Policing Plan contained comprehensive proposals on the re-alignment of Regional and Divisional boundaries to generate greater efficiencies and effectiveness in facilitating the operation of the Joint Policing Committees. A significant number of changes have already been introduced and arising from these changes the Commissioner proposes to establish three new District Headquarters in accordance with Section 22 (1) (c) of the Garda Síochána Act 2005 at the following locations:

Region	Division	New District Headquarters
Eastern	Kildare	Leixlip
Eastern	Meath	Laytown
Northern	Louth	Ardee

Implementation of the Divisional boundary changes in the remaining Divisions specified in the 2008 Policing Plan together with any consequential changes to District boundaries in these Divisions will continue in 2009. Changes arising from the review of the Dublin Metropolitan Region will be introduced in 2010.



ORGANISATIONAL PROJECTS

		Targeted Timeframe				Owner
		Q1	Q2	Q3	Q4	
Information and Communication Technology (ICT) Projects						
1	Automated Fingerprint Identification System (AFIS) <i>Phase 3 to go live (integration with PULSE)</i>		✓			Assistant Commissioner NSS and Executive Director ICT
2	Review of ICT Organisational Structure and Staffing	✓				Executive Director ICT
3	Automated Number Plate Recognition (ANPR) <i>National Roll-out</i>	✓	✓	✓	✓	Assistant Commissioner Traffic and Executive Director ICT
4	Property and Exhibits Management System (PEMS) <i>Regional Roll-out</i>	✓				Assistant Commissioner Crime and Security and Executive Director ICT
5	PULSE <i>Release 4.6 Boundary Changes</i> <i>Release 5 Missing Persons & Sex Offenders Register</i>	✓	✓			Assistant Commissioner Crime and Security and Executive Director ICT
6	Garda Email Rollout			✓	✓	Executive Director ICT
7	Garda Web site <i>Re-launch</i>	✓				Director of Communications and Executive Director ICT
8	National Digital Radio System (NDRS) <i>DMR Roll-out</i> <i>Eastern Region Roll-out</i>		✓ ✓	✓ ✓	✓ ✓	Executive Director ICT
9	Outsourcing of Speed Cameras			✓	✓	Assistant Commissioner Traffic
Human Resource Management						
10	Review of Civilianisation	✓				Assistant Commissioner Human Resource Management



ORGANISATIONAL PROJECTS

		Targeted Timeframe				Owner
		Q1	Q2	Q3	Q4	
11	Identification of maximum number of Garda posts appropriate for Civilianisation	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
12	Recruit 400 Garda Trainees	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
13	Continued recruitment of Garda Reserves	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
14	Review of Garda Allocation Model	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
Accommodation						
15	Strategic Accommodation Requirements <i>Report completed</i>		✓			Director of Finance
Transport						
16	Outsourcing of Maintenance of Garda Fleet <i>Evaluation of tenders Engage outsourced service provider</i>	✓	✓	✓		Director of Finance
17	Garda Fleet Profile and Optimisation Study <i>Develop Implementation Plan Implementation subject to approval of Commissioner</i>	✓	✓	✓	✓	Director of Finance
Other						
18	Accomplishment Growth Model <i>Deploy Pilot</i>	✓	✓	✓	✓	Assistant Commissioner Strategy & Training
19	Computer Crime Investigation <i>Commence dedicated training to enhance regional capability</i>		✓			Assistant Commissioner Strategy & Training
20	Training Review <i>Complete and publish the Training Review</i>	✓				Deputy Commissioner Strategy & Change Management