



# An Garda Síochána Policing Plan 2010

Working with our Communities





**Excellent people delivering  
policing excellence**



# Contents

Foreword	5
Priorities	6
Ensuring our Nation's Security	7
Confronting Crime	8
Effective Roads Policing	9
Ensuring a Peaceful Community	10
Working with Communities	11
An Excellent Organisation	12





## Vision

*‘Excellent people delivering policing excellence’*

## Mission

*Working with Communities to Protect and Serve*

## Values

### **Honesty**

*Being honest and ethical and adhering to the principles of fairness and justice*

### **Accountability**

*Accepting individual responsibility and ensuring public accountability*

### **Respect**

*Having respect for people, their Human Rights and their needs*

### **Professionalism**

*Providing a professional policing service to all communities*



## Foreword



I am pleased to introduce An Garda Síochána's Annual Policing Plan 2010. This plan sets out our strategic priorities for the first year of our Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005.

At the core of the Strategy Statement are four core values:

- **Honesty** - Being honest and ethical and adhering to the principles of fairness and justice
- **Accountability** - Accepting individual responsibility and ensuring public accountability
- **Respect** - Having respect for people, their Human Rights and their needs
- **Professionalism** - Providing a professional policing service to all communities

They will guide all of our actions and will serve as our cultural cornerstones. They are inherent and sacrosanct and can never be compromised.

In preparing and publishing this annual policing plan, we have engaged in comprehensive consultations with the community and with other partners, in order that their priorities and concerns are at the core of our plan. In presenting this plan, I am particularly cognisant of the potential impact of the changed economic circumstances which face us. I remain steadfastly of the belief that robust leadership and management, coupled with prudence in all areas of finance, will be vitally important in delivering the key actions in this plan.

It is only through ongoing dialogue and consultation that we can build lasting relationships which contribute to a shared understanding of the issues affecting communities and the people who live and work there. An Garda Síochána has a long established tradition of working closely with communities all across Ireland. The community must remain at the core of everything that we do, because they are our greatest ally in detecting and preventing crime and in safeguarding the people we serve. Indeed, building and maintaining close relationships with communities is a key indicator of the effectiveness of any police force. We recognise that the concerns of the community are An Garda Síochána's concerns, that their needs are our needs.

This plan details the ways in which we will maintain our focus on, and commitment to, our core activity which is the prevention and detection of crime. All of the resources available to us will be used effectively and efficiently towards meeting this overall objective, from the Gardaí on the beat and working in local units, to our specialist units, national support services and civilian support staff. We will proactively target people who are committing crimes of any nature. We will maintain a strong focus on anti-social behaviour and public disorder, which greatly affect the quality of life in our communities. We will work tirelessly to make our roads safer for all road users through the use of enforcement measures, education and the promotion of a partnership based approach. We are dedicated to achieving a significant reduction in the incidence of fatal and serious collisions on our roads. All areas of activity will be informed by a focus on intelligence led operations, high visibility patrolling and a commitment to utilising our available resources to the greatest effect to deliver the best possible outcomes.

Change and modernisation is vital for any police force and the ambitious programme undertaken in recent years by An Garda Síochána will continue during the lifetime of this policing plan. Our vision is of excellent people delivering policing excellence. In order to ensure that we become even better at what we do, in addition to providing access to the best resources, infrastructure and support which will deliver the optimum policing service, all new initiatives and projects will be developed in line with the fundamental principles of the Strategy.

I am very proud to lead an organisation of men and women, Gardaí and Civilians, whose commitment and dedication to making the community safe for everyone is evident on a daily basis. As Commissioner, I have stated that it is the primary function of An Garda Síochána to ensure that people feel safe, on the streets and in their homes. An Garda Síochána will not lose sight of that objective. As we implement this plan, we will remain committed to delivering the highest standards of professional policing for the benefit of the community as a whole.

**M.F. Murphy**  
Commissioner of An Garda Síochána



## Priorities for An Garda Síochána for 2010 Determined by the Minister for Justice, Equality and Law Reform

### Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- (a) preserving peace and public order
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security of the State
- (e) preventing crime
- (f) bringing criminals to justice, including by detecting and investigating crime
- (g) 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. 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 drugs, youth justice, victims of crime, road safety, and on domestic and sexual violence.

### Priorities for 2010

The Minister has determined the following matters as priorities for the Garda Síochána for 2010, in accordance with Section 20 of the Garda Síochána Act 2005.

#### Security

To protect the State and the people against terrorism in all its forms.

#### Crime

To combat serious crime, in particular organised crime.

#### Policing Communities

To achieve the maximum levels of safety for local communities.

#### 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.

#### Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

#### Human Trafficking

To prevent and detect human trafficking and to protect victims.





## Ensuring our Nation's Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Identify and analyse any threat to national and international security and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to national and international security	No terrorist attacks occurring within the State  Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity	<b>Assistant Commissioner Crime and Security</b>  <b>Assistant Commissioner National Support Services</b>  <b>Each Regional Assistant Commissioner</b>	<b>A secure nation</b>  <b>An active role in enhancing international security</b>
Enhance our capability to respond to national and international security threats	Continued interaction, and information exchanges, with International Security and Police Agencies	Enhanced intelligence gathering		
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity	Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs		
Maintain and develop An Garda Síochána's Major Emergency Plans/Capabilities	Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities	Continue to carry out risk assessments for National Major Emergency plans		





## Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>Identifying, profiling and targeting organised crime gangs</li> <li>Targeting drug trafficking and low level street dealing</li> <li>Identifying and targeting assets which are the proceeds of crime</li> <li>Targeting human trafficking networks</li> </ul>	<ul style="list-style-type: none"> <li>Intelligence led operations against groups and individuals</li> <li>Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources</li> <li>Working in partnership with international law enforcement agencies to identify and target human trafficking networks</li> <li>Effective use of available resources</li> </ul>	<p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p>	<p><b>Assistant Commissioner Crime and Security</b></p> <p><b>Each Regional Assistant Commissioner</b></p> <p><b>Assistant Commissioner National Support Services</b></p>	<p><b>Reduced crime and the fear of crime</b></p>
<p><b>Target high volume property crime and crimes against the person, including:</b></p> <ul style="list-style-type: none"> <li>Crimes involving prohibited weapons</li> <li>Domestic violence incidents</li> <li>Crimes of a sexual nature</li> </ul>	<ul style="list-style-type: none"> <li>Increased crime prevention and reduction activities</li> <li>Active engagement with the community to deal with the threat posed by crime</li> <li>Working in partnership with relevant stakeholders and providing investigative support where appropriate</li> <li>Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes</li> </ul>	<p>Property crime reduced</p> <p>Increased detections for property related crime</p> <p>Crimes against the person reduced</p> <p>Increased detections for crimes against the person</p>	<p><b>Assistant Commissioner National Support Services</b></p> <p><b>Each Regional Assistant Commissioner</b></p>	
<p>Enhance organisational capability in managing the risks associated with sex offenders</p> <p>Support the Forensic Science Laboratory in the development of the DNA database</p> <p>Deliver appropriate training in the management and investigation of crime</p>	<p>Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</p> <p>Ensure effective structures and processes are in place to progress its development</p> <p>Progress the development and delivery of appropriate training programmes by the Crime Training Faculty</p>	<p>All persons subject to the provisions of the Sex Offenders Act 2001 risk assessed</p> <p>Structures developed in consultation with Forensic Science Laboratory</p> <p>Crime management and investigative capability enhanced</p>	<p><b>Assistant Commissioner National Support Services</b></p>	







## Effective Roads Policing

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy. We will develop and implement initiatives which deny the use of our roads for criminal activity.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Intelligence led enforcement of Road Traffic and Road Transport Legislation	Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and: <ul style="list-style-type: none"> <li>• Determining the incidents of breaches of Road Transport legislation using available data</li> <li>• Full utilisation of detection equipment and enabling technology</li> <li>• Deployment of safety cameras at collision prone zones</li> </ul>	Deaths and serious injuries reduced  Deployment of safety cameras at collision prone zones completed		
Develop a cohesive approach to road safety campaigns	Availing of all opportunities to highlight the importance of safe road use through: <ul style="list-style-type: none"> <li>• Targeted media campaigns during high risk periods and at major events</li> <li>• The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges</li> <li>• Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations</li> </ul>	Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas: <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increased seatbelt wearing</li> </ul>	Assistant Commissioner Traffic  Each Regional Assistant Commissioner	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity	Denying the use of our roads for criminal activity by: <ul style="list-style-type: none"> <li>• Conducting intelligence led checkpoints and patrols</li> <li>• The continued development of the Automated Number Plate Recognition System</li> <li>• Increasing levels and quality of intelligence</li> <li>• Provision of appropriate resources and training to ensure effective roads policing</li> </ul>	Roads Policing manual completed		





## Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Reduce public disorder, assaults and criminal damage	<ul style="list-style-type: none"> <li>Identifying and proactively targeting local 'hot spots'</li> <li>A faster response to reports of public disorder and anti-social behaviour</li> <li>Adopting a low tolerance stance to alcohol and drug related anti-social behaviour and youth crime</li> <li>The introduction of a youth crime case management system</li> <li>An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders)</li> </ul>	Public disorder reduced Assaults reduced Criminal damage reduced Youth crime case management system introduced in all Garda divisions	Each Regional Assistant Commissioner	Safer and more peaceful local communities
Improved understanding and responsiveness to community needs	<ul style="list-style-type: none"> <li>Consultation with relevant stakeholders on key issues and problems</li> <li>Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour</li> </ul>	The 'Feelings of Safety' in communities increased		





## Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service. We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Work with and support all sections of our community	<ul style="list-style-type: none"> <li>• Delivery of the National Model of Community Policing</li> <li>• Implementation of Garda Diversity Strategy</li> <li>• Implementation of the Strategy for Older People</li> <li>• Implementation of the Garda Youth and Children Strategy</li> </ul>	National Model of Community Policing delivered  Garda Diversity Strategy implemented  Strategy for Older People implemented  The Garda Youth and Children Strategy implemented	<b>Assistant Commissioner Strategy, Training &amp; Professional Standards</b>  <b>Assistant Commissioner Human Resource Management</b>	<b>Trust and confidence in the Garda service</b>
Develop a Garda Charter		Garda Charter developed and implementation commenced	<b>Assistant Commissioner Strategy, Training &amp; Professional Standards</b>	
A partnership approach to solving community problems	Playing a active role in the operation of Joint Policing Committees and working in partnership with community groups	Participation in all established Joint Policing Committees	<b>Each Regional Assistant Commissioner</b>	
Engaging with and supporting victims of crime	<ul style="list-style-type: none"> <li>• Assessing and reviewing the 'letters to crime victims' process</li> <li>• Review victim support mechanisms</li> <li>• Launch, and commence implementation of, the Garda Charter for Crime Victims</li> </ul>	Recommendations of the review of 'letters to crime victims' implemented  Policy developed and implementation commenced to enhance victim support mechanisms  Garda Charter for Crime Victims launched and implementation commenced	<b>Assistant Commissioner Strategy, Training &amp; Professional Standards</b>	





## An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels. We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
The continued development of an excellent organisation	Implementation of the Lessons Learned Framework	The number of Lessons Learned approved for adoption	<b>Assistant Commissioner Strategy, Training &amp; Professional Standards</b>	
	Completing a review of the Garda Employee Assistance Programme	A new Occupational Health model in place and functioning		
	Developing an integrated partnership, involving all Garda employees	A suitable 'fit for purpose' devolved partnership model established	<b>Assistant Commissioner Human Resource Management</b>	
	Developing and implementing an organisation wide integrated competency framework to support the development of role profiles for all Garda employees	Enhanced HR capability across the Garda organisation		
	Targeted training initiatives introduced to improve organisational competence	Targeted training delivered	<b>Assistant Commissioner Strategy, Training &amp; Professional Standards</b>	
	Development of a strategy to support the organisations core values	Strategy developed and implementation commenced		
Enable smart processes and technologies to support frontline policing delivery	Technical support for frontline staff including the continued planned rollout of National Digital Radio Project	National Digital Radio Project progressed as scheduled	<b>Executive Director ICT</b>	<b>Highly motivated people</b>
	Continued development of e-working systems and solutions	Increased e-working processes		
	Implementation of mobile working solutions.	Mobile solutions in place		<b>Better service to citizens</b>
Ensure value for money in the management of resources	Development and implementation of: <ul style="list-style-type: none"> <li>• A HR Strategy</li> <li>• An ICT Strategy</li> <li>• Operational Transport Strategy</li> </ul> in support of the Strategy Statement 2010-2012	Strategic plans developed and implementation commenced	<b>Assistant Commissioner Human Resource Management</b>	<b>More effective use of resources</b>
	Alignment of the 2010 Garda budget with the Annual Policing Plan	Policing priorities financed within the voted budget		
	Developing and implementing a new process for recording and reporting absence management across the Garda organisation.	Absence recording process implemented	<b>Assistant Commissioner Human Resource Management</b>	
	Enhancing the reporting structures at all levels within An Garda Síochána.	A streamlined organisational reporting structure implemented across the Garda organisation		
Improve the data quality of information collected by An Garda Síochána in order to support it's key operations	Strengthening practices and processes around data/information collection, recording and dissemination	Improved quality of data	<b>Assistant Commissioner Crime &amp; Security</b>	