



**AN GARDA SÍOCHÁNA**

# **POLICING PLAN**

# **2004**



**THIS ONE-YEAR PLAN FOR POLICING IN IRELAND STARTS ON JANUARY 1, 2004 AND ENDS ON DECEMBER 31, 2004**

**The Mission of An Garda Síochána is to achieve the highest attainable level of**

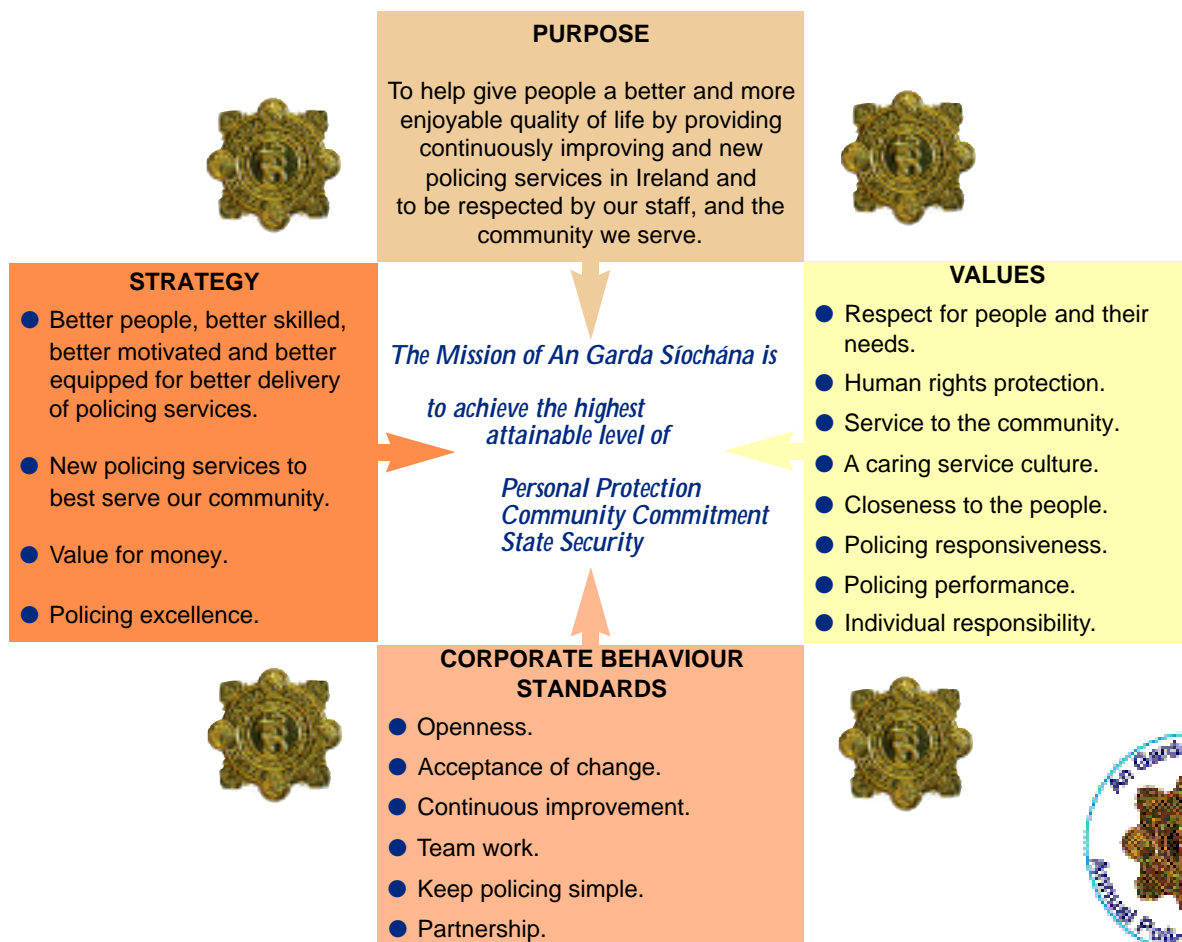
**Personal Protection  
Community Commitment  
State Security**

## OUR KEY STRATEGIC GOALS FOR 2004

1. Dealing with youths racing around in cars<sup>1</sup>
2. Enforcing laws relating to drugs and alcohol abuse. Tackling sale and supply of drugs. Dealing with underage drinking on the streets. Tackle the sale of alcohol to those underage. Deal with underage drinking in pubs. Supervise licensed premises
3. Targeting organised crime
4. Ensuring immediate response to emergencies
5. Road Safety. Enforcing drink/drive laws. Enforce speed laws. Enforce laws relating to wearing of seatbelts. Enforcing other traffic laws Ensure effective best practice traffic management
6. Investigating crime. Enforce laws relating to sexual crime and fraud and white collar crime
7. Providing help and support to victims of crime
8. Public Order. Dealing with vandalism. Deal with public annoyances
9. Ensuring state security
10. Working with community groups. Patrols by car/van. Patrols on foot or bicycle. Patrols by motorcycle. Advise businesses/shops on crime prevention. Advise on personal safety and home security
11. Providing Excellence in Immigration Service. Enforcing immigration laws
12. The Irish Presidency of the EU in 2004. Providing policing logistics, security and support. Assisting in achieving EU and Governmental objectives of the Justice and Home Affairs policy agenda during the Presidency. Achieving policing policy objectives set at national and EU level and effectively participating in Working Group activity throughout the Irish EU Presidency.
13. Managing change, implementing the provisions of the Garda Síochána Act, implementing SMI projects, improving service quality, competence development for performance, targeted training, improving the Garda work climate, and enculturating the *Garda Declaration of Professional Values and Ethical Standards*
14. Managing finance to achieve best value-for-money...

...to help, during 2004, achieve the purpose, values, strategy and corporate behaviour standards of the Garda Síochána Corporate Strategy by December 31, 2004.

## AN GARDA SÍOCHÁNA MISSION FRAMEWORK



<sup>1</sup> See page 9



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**The Mission of An Garda Síochána is  
to achieve the highest attainable level of**

- **Personal Protection**
- **Community Commitment**
- **State Security**

**A VERSION OF THIS PLAN IS AVAILABLE IN IRISH ON THE GARDA WEBSITE.  
VISIT THE GARDA WEBSITE AT [WWW.GARDA.IE](http://WWW.GARDA.IE)**



# AN GARDA SÍOCHÁNA ANNUAL POLICING PLAN 2004

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The Policing Plan and each evaluation of plan results provides a means by which the public can assess the extent to which An Garda Síochána is prioritising their needs and to what extent they are properly held accountable each year. The Evaluation for 2002 is available now on the Garda Website at [www.Garda.ie](http://www.Garda.ie).

## FOREWARD

This is the last of five annual policing plans to achieve the objectives of the *Garda Corporate Strategy 2000-2004*. Our mission is to achieve the highest attainable level of personal protection, community commitment and state security. We will report on our results for 2003 in the next Garda Síochána Annual Report. These results can be assessed against the performance indicators we set for 2003. This plan has the highest level of democratic legitimacy with key goals matching the policing priority set by the public in the Public Attitude Survey, 2003 and priorities set by Government. The evaluation of the policing plan for 2002 is now available on the Garda Website at [www.garda.ie](http://www.garda.ie).

Providing policing support for the Irish EU Presidency in 2004 will be a key task and a major draw on policing resources.

The purpose of this year's plan is to

- set out policing policy for the year 2004
- inform the public on the standard of service they are entitled to expect
- address the priorities identified by the communities we serve in the Garda Public Attitude Survey 2003
- address the policing policy priorities identified by Government at page 5
- identify what needs to be done to match these customer priorities
- set measurable targets that can be monitored. These are
  - (a) the strategic goals in the *Garda Corporate Strategy 2000-2004*
  - (b) the fourteen goals detailed in pages 9 to 47
  - (c) particularly the performance indicators at page 6 for 2004
  - (d) the provisions of the Garda Síochána Bill, when enacted, will be implemented
  - (e) the SMI-identified priorities will be implemented when approved by Government
  - (f) the quality service initiatives in the *Garda Síochána European Foundation for Quality Management Plan* – using the Balanced Scorecard Quality Framework where appropriate
  - (g) the reviews and action priorities in this plan for 2004

An Garda Síochána prides itself on policing with the consent of the people and in its closeness to the communities it serves. This plan therefore takes its mandate and democratic legitimacy from community priorities identified in public attitude surveys, what we learn when we listen to customer service panels and participants and partners in community projects, the recommendations of the *Government Strategic Management Initiative*, the agreement between the Social Partners, *The Programme for Sustaining Progress*, from the views of Garda staff at every level and from an extensive consultation process, and, in particular, from the Government policing strategies identified by the Minister for Justice, Equality and Law Reform as priorities set out at page 6. Performance targets are set in a range of performance indicators at pages 7 and 8, policy reviews are specified, resource and funding requirements are detailed and quality, performance and improved service initiatives are identified.



*N. Conroy*

N. Conroy  
COMMISSIONER OF AN GARDA SÍOCHÁNA

Anyone with a point of view or a suggestion which will contribute to better policing in Ireland should please send their views to the Office of Deputy Commissioner, Strategic and Resource Management, Garda Headquarters, Phoenix Park, Dublin 8 or [srmstaff@iol.ie](mailto:srmstaff@iol.ie).



**VALUES, MISSION, CONSULTATION, STRATEGIC GOALS**

WHAT YOU WANT US TO DO FOR YOU AND YOUR COMMUNITY

GARDA SÍOCHÁNA VALUES

**THE MISSION OF AN GARDA SÍOCHÁNA IS**

To achieve the highest attainable level of

- Personal Protection
- Community Commitment
- State Security.

The Garda Síochána Values are . . .

- Respect for people and their needs
- Human rights protection
- Service to the community
- A caring service culture
- Closeness to the people
- Policing responsiveness
- Policing performance
- Individual responsibility

**OBJECTIVES**

These Values are not rhetorical – the Statement Management works hard Autonomy and of Professional Values and Ethical Standards has been signed by every Garda member.

1. PERSONAL PROTECTION

2. COMMUNITY COMMITMENT

3. STATE SECURITY

HUMAN RIGHTS, DIGNITY, RESPECT FOR ALL, BY ALL

**STRATEGIC GOALS OF GARDACORPORATE STRATEGY 2000-2004:**

1. DEALING WITH YOUTHS RACING AROUND IN CARS
2. ENFORCING LAWS RELATING TO DRUGS AND ALCOHOL ABUSE. TACKLING SALE AND SUPPLY OF DRUGS. DEALING WITH UNDERAGE DRINKING ON THE STREETS. TACKLE THE SALE OF ALCOHOL TO THOSE UNDERAGE. DEAL WITH UNDERAGE DRINKING IN PUBS. SUPERVISE LICENSED PREMISES
3. TARGETING ORGANISED CRIME
4. ENSURING IMMEDIATE RESPONSE TO EMERGENCIES
5. ROAD SAFETY. ENFORCING DRINK/DRIVE LAWS. ENFORCE SPEED LAWS. ENFORCE LAWS RELATING TO WEARING OF SEATBELTS. ENFORCING OTHER TRAFFIC LAWS ENSURE EFFECTIVE BEST PRACTICE TRAFFIC MANAGEMENT
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13. MANAGING CHANGE, IMPLEMENTING THE PROVISIONS OF THE GARDA SÍOCHÁNA ACT, IMPLEMENTING SMI PROJECTS, IMPROVING SERVICE QUALITY, COMPETENCE DEVELOPMENT FOR PERFORMANCE, TARGETED TRAINING, IMPROVING THE GARDA WORK CLIMATE, AND ENCULTURING THE *GARDA DECLARATION OF PROFESSIONAL VALUES AND ETHICAL STANDARDS*.
14. MANAGING FINANCE TO ACHIEVE BEST VALUE-FOR-MONEY...

**PERFORMANCE INDICATORS TO MEASURE AND PROVE OUR YEARLY LEVEL OF ACHIEVEMENT AGAINST PLAN**

Through public attitude surveys and broad consultation with the community, a wide level of people and organisations, Garda staff, many different Government Departments – and partner agencies – we have identified the fourteen priorities above. Further major Public Attitude Surveys will be carried out in future to keep An Garda Síochána up to date on your current priorities and to measure how we met your needs in 2004. Over the coming years An Garda Síochána will be faced with many challenges and must be ready to generate new ways of solving emerging policing problems.

**STRATEGIES**

## DECLARATION OF PROFESSIONAL VALUES AND ETHICAL STANDARDS

A 2004 Performance indicator will evaluate depth and thoroughness of implementation and enculturing of the *Garda Declaration of Professional Values and Ethical Standards* and a second indicator will evaluate the level of compliance by year-end 2004.

### PROFESSIONAL VALUES AND ETHICAL STANDARDS OF AN GARDA SÍOCHÁNA

<b>ARTICLE 1</b>	RESPECT THE HUMAN DIGNITY OF EVERY PERSON
<b>ARTICLE 2</b>	UPHOLD AND PROTECT THE HUMAN RIGHTS OF ALL
<b>ARTICLE 3</b>	RESPECT AND SUPPORT THE DIVERSITY AND EQUALITY OF CULTURES AND BELIEFS IN OUR SOCIETY
<b>ARTICLE 4</b>	ADHERE TO THE PRINCIPLE OF LEGALITY AND APPLY THE LAW IN A FAIR AND EQUITABLE MANNER
<b>ARTICLE 5</b>	BE OPEN AND ACCOUNTABLE IN MATTERS PERTAINING TO THE DISCHARGE OF THE PROFESSIONAL DUTIES AND RESPONSIBILITIES OF OUR PUBLIC OFFICE
<b>ARTICLE 6</b>	PURSUE THE TRUTH BY ESTABLISHING AND REPORTING ALL OF THE FACTS IN AN HONEST, OBJECTIVE, FAIR AND IMPARTIAL MANNER: JUSTICE BEING THE AIM
<b>ARTICLE 7</b>	MAINTAIN CONFIDENTIALITY IN ALL MATTERS, WHICH REFER TO THE AFFAIRS OF OTHERS, UNLESS THERE IS A LEGAL OR COMPELLING PUBLIC INTEREST REQUIREMENT FOR DISCLOSURE
<b>ARTICLE 8</b>	ADHERE TO THE PRINCIPLES OF NECESSITY AND PROPORTIONALITY AT ALL TIMES
<b>ARTICLE 9</b>	DISCLOSE IMMEDIATELY ALL CONFLICTS OF INTEREST IN ACCORDANCE WITH OUR PUBLIC MISSION AS OFFICEHOLDERS IN AN GARDA SÍOCHÁNA
<b>ARTICLE 10</b>	CHALLENGE, OPPOSE AND EXPOSE ILLEGAL, UNPROFESSIONAL OR UNETHICAL BEHAVIOUR IN OUR PROFESSION
<b>ARTICLE 11</b>	DISCHARGE OUR PROFESSIONAL RESPONSIBILITIES AND PUBLIC DUTIES WITH PROBITY AND INTEGRITY IN THE INTEREST OF THE PUBLIC GOOD
<b>ARTICLE 12</b>	DELIVER ON OUR EMPLOYMENT CONTRACT OBLIGATIONS AND COMMITMENTS
<b>ARTICLE 13</b>	ACCEPT PERSONAL RESPONSIBILITY FOR THE DEVELOPMENT OF OUR PROFESSIONAL COMPETENCIES TO SERVE THE COMMUNITY BETTER
<b>ARTICLE 14</b>	CARRY OUT OUR FUNCTIONS, AS OFFICEHOLDERS IN AN GARDA SÍOCHÁNA, IN CONSULTATION AND PARTNERSHIP WITH THE COMMUNITY
<b>ARTICLE 15</b>	APPLY AND USE GARDA RESOURCES TO THE MAXIMUM BENEFIT OF THE COMMUNITY

## DEMOCRATIC LEGITIMACY IN POLICING

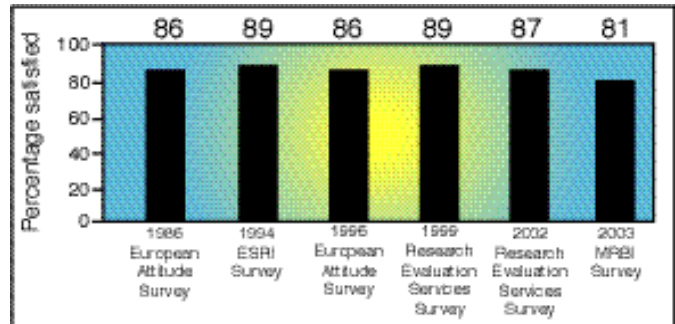
This plan highlights the role of County Development Boards in enhancing the effectiveness and democratic legitimacy of local policing activities, and reinforcing better integration of these activities with the work of other agencies which contribute to crime prevention work.

The two main findings of the Garda Public Attitude Survey 2003 are

1. 81 per cent of the public are satisfied with the Garda service delivered to them
2. The public's number one policing priority is now dealing with youths racing around in cars. (This has been gradually increasing as a concern in public attitude surveys over recent years)

FIGURE 1 gives the results of six public attitude surveys from 1986, 1994, 1996, 1999, 2002 and 2003. The most striking fact is how consistent the level of satisfaction has remained over a sixteen-year period.

FIGURE 1: LEVEL OF SATISFACTION WITH GARDA SERVICE 1986-2003



The public were asked: "Given limited resources and wide demands, what priority should the Gardaí give to the following policing tasks?" The public's number one policing priority is now youths racing around in cars. Enforcing drug laws falls from one to four and much more concern is expressed regarding public order problems. Full results, ranked by mean score\*, are shown in Table 1. .

TABLE 1: THE PRIORITY THAT RESPONDENTS FEEL THE GARDAÍ SHOULD GIVE TO A RANGE OF ACTIVITIES

Policing Activity	Very High	High	Low	Very	Rank <sup>1</sup> Low
	%	%	%	%	%
Deal with youths racing around in cars	62	35	2	1	1
Enforce laws relating to drugs	58	39	3	1	2
Target organised crime	57	40	3	0	2
Ensure immediate response to emergencies	55	43	2	0	2
Enforce drink/drive laws	52	46	2	0	3
Deal with underage drinking on the streets	53	39	6	1	4
Investigate crime	42	56	2	0	5
Tackle the sale of alcohol to those underage	49	43	7	1	6
Enforce speed laws	43	48	8	1	7
Deal with underage drinking in pubs	45	43	11	1	8
Enforce laws relating to fraud and white collar crime	37	53	10	1	9
Provide help and support to victims of crime	35	54	10	1	10
Enforce laws relating to wearing of seatbelts	34	54	12	0	11
Deal with vandalism	30	57	12	1	12
Enforce other traffic laws	22	63	14	1	13
Ensure state security	23	60	15	1	13
Patrols by car/van	21	65	14	1	13
Work with community groups	22	62	14	2	14
Deal with public annoyances	25	55	19	1	15
Ensure effective best practice traffic management	23	57	18	2	16
Patrols on foot or bicycle	20	60	18	2	17
Patrols by motorcycle	18	63	17	2	18
Enforce immigration laws	23	51	24	2	19

<sup>1</sup> Ranks are based on the average level of priority assigned by respondents to each activity. A 'very high' response was assigned a value of 1, 'high' a value of 2 and so on. For example, when asked what priority the Gardaí should give to ensuring state security, 225 said 'very high', 584 'high', 142 'low' and 14 'very low'. The mean score calculation, then, is as follows:  

$$\frac{((225 \times 1) + (584 \times 2) + (142 \times 3) + (14 \times 4))}{(225 + 584 + 142 + 14)} = 1.94$$
Means were calculated for each activity and the list ranked from the lowest mean (highest priority) to highest mean (lowest priority). Percentages may not sum to 100 because of rounding; total numbers of respondents vary as some respondents did not answer all questions. \*Ranking is by mean score (mean of combined very high, high and low priority).





## GOVERNMENT POLICING PRIORITIES

**THE MINISTER FOR JUSTICE, EQUALITY AND LAW REFORM REQUESTED THAT THE FOLLOWING ISSUES BE HIGHLIGHTED IN THE POLICING PLAN 2004.**

### 1. ORGANISED CRIME

To develop a strategic approach to combating organised crime. This objective is highlighted in strategic goal three of this plan.

### 2. NATIONAL DRUGS STRATEGY 2001-2008

To significantly reduce the volume of illicit drugs available and reduce access to such drugs. This objective is discussed in detail in strategic goal two of this plan.

### 3. CRIME PREVENTION AND REDUCTION

Continue to focus on crime prevention and reduction particularly through prevention of public order offences resulting from alcohol and substance abuse, through proactive co-operation with local authorities, and through strengthening interaction between An Garda Síochána and the community. This objective is highlighted in strategic goals six, eight and ten of this plan.

### 4. ROAD TRAFFIC LAW ENFORCEMENT

Continue to give high priority to the enforcement of road traffic legislation and the achievement of the targets set out in the new National Road Safety Strategy particularly through utilisation of the Fixed Charge Processing System. This objective is highlighted in strategic goal five.



### 5. STRATEGIC MANAGEMENT INITIATIVE

Continue progress in change and modernisation under the Strategic Management Initiative. This objective is discussed in strategic goal thirteen.

### 6. TERRORISM

Continued emphasis on combating paramilitary activities, with specific regard to dissident republicans and international terrorism. This objective is highlighted in strategic goal nine.

### 7. EU INTERNATIONAL ISSUES

Ensure adequate response to demands of the EU, particularly during the Irish presidency, as well as peacekeeping missions and other international business. This objective is highlighted in strategic goal twelve.

### 8. ILLEGAL IMMIGRATION

Continued emphasis on combating illegal immigration and trafficking. This objective is highlighted in strategic goal eleven.



## PERFORMANCE INDICATORS<sup>2</sup> 2004 FOR ALL FOURTEEN STRATEGIC GOALS

### DEALING WITH YOUTHS RACING AROUND IN CARS

Percentage of unlawfully taken vehicles recovered.  
Number of vehicles seized under Road Traffic Act.  
Number of under-20s involved in accidents.

### ENFORCING LAWS RELATING TO DRUGS AND ALCOHOL ABUSE. TACKLING SALE AND SUPPLY OF DRUGS. DEALING WITH UNDERAGE DRINKING ON THE STREETS. TACKLE THE SALE OF ALCOHOL TO THOSE UNDERAGE. DEAL WITH UNDERAGE DRINKING IN PUBS. SUPERVISE LICENSED PREMISES.

Number of offenders dealt with for supply offences. Increase enforcement of legislation on sale and supply of drugs.  
Implementation of the Government Drugs Strategy 2001 - 2008.  
Prepare Implementation plan to action the National Report on Drugs-Crime Linkage.  
Build on the implementation of the findings of the *Garda Youth Policy Advisory Group Report* and the *Uniform Approach to Licensing Law Enforcement Report* with increased enforcement. of S. 31, 32, 33 Intoxicating Liquor Act.

### TARGETING ORGANISED CRIME

Increase targeted action against organised crime reported in the EU Organised Crime Report.  
Contribute to the EU Millennium Action Plan Against Organised Crime.  
Increase the targeted activities of the National Support Services.  
Analysis of organised crime including drug trafficking by Liaison Officers abroad.  
The Interpol Office will propose an effective policy for the use of translators and interpreters in An Garda Síochána.

### ENSURING IMMEDIATE RESPONSE TO EMERGENCIES

Percentage of emergency calls answered within 15 minutes.  
Quality of response in terms of helpfulness, competence, sensitivity, politeness, interest.  
Number of persons reported missing. Number of persons traced. Number of persons untraced.

### ROAD SAFETY. ENFORCING DRINK/DRIVE LAWS. ENFORCE SPEED LAWS. ENFORCE LAWS RELATING TO WEARING OF SEATBELTS. ENFORCING OTHER TRAFFIC LAWS. ENSURE EFFECTIVE BEST PRACTICE TRAFFIC MANAGEMENT

Number of road traffic collisions involving death or serious injury per 1,000 population.  
Reduce the number of road collisions involving death in line with Government strategy.  
Satisfaction level of those involved in road collisions with Garda traffic collision investigation.  
The level of high visibility traffic policing at collision prone locations (recorded in hours).  
The level of high visibility traffic policing at points of visibility. The number of traffic Gardaí in each Division.  
The number of speed detections for cars (recorded by speed limit areas 30, 40, general, and 70 miles per hour per division).  
The number of speed detections for trucks (recorded by rigid, articulated and by speed limits 30, 40 and 50mph per division).  
The number of detections for non-wearing of seat belts - (detections per division).  
The number of arrests for driving while intoxicated (arrests per division)  
The number of road side breath tests (breath tests per division)  
The number of cases of dangerous driving and careless driving prosecuted (cases by division), and the number of cases prosecuted for dangerous and careless driving that resulted from traffic collision investigations, (cases per division).  
The number of detections for overweight vehicles (detections by divisions).  
Garda District Officers will report on the level of communications activity conducted by their members in promoting public awareness and appreciation of the role of the FCPS in reducing fatalities and creating a safer motoring environment.

### INVESTIGATING CRIME. ENFORCE LAWS RELATING TO SEXUAL CRIME, FRAUD AND WHITE COLLAR CRIME

Number of recorded headline crimes per 1,000 population. Percentage of headline crimes detected.  
Number of violent crimes per 1,000 population. Percentage of violent crimes detected.  
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. Number of sexual crimes. Number of sexual incidents reported.  
Vehicle crimes per 1,000 population. Percentage of vehicle crimes detected.

### PROVIDING HELP AND SUPPORT TO VICTIMS OF CRIME

Strongly increase the number of referrals to Victim Support  
Joint Garda/Victims/Victim Support Conference 2004  
Satisfaction rating among victims of crime with being kept informed of case-progress.

<sup>2</sup> Divisional and Unit performance will be compared to other Divisions and Units. Best practice from the top performing divisions and units will be shared. Divisions/Units producing poor results will be required and helped to improve. Every Division has different geographical, demographic and police business profiles. Analysed results, therefore, will take these differences into account. The Garda Internal Audit Section will assist this.



**PUBLIC ORDER. DEALING WITH VANDALISM. DEALING WITH PUBLIC ANNOYANCES.**

Feelings of public safety. (How safe people feel in public areas)  
 Number of public order incidents per 1,000 population.  
 Number of reported racially motivated incidents.

**ENSURING STATE SECURITY**

Regular provision of threat assessments to the Minister for Justice, Equality and Law Reform and Government.  
 Containment of Irish terrorist activity and support international efforts to counter terrorism.  
 Feedback from foreign intelligence agencies.

**WORKING WITH COMMUNITY GROUPS .PATROLS BY CAR/VAN. PATROLS ON FOOT OR BICYCLE. PATROLS BY MOTORCYCLE. ADVISE BUSINESSES/SHOPS ON CRIME PREVENTION. ADVISE ON PERSONAL SAFETY AND HOME SECURITY.**

Number of recorded domestic burglaries per 1,000 dwellings - percentage detected.  
 Number of repeat burglaries within 12 months.  
 Support City and County Development Boards, R.A.P.I.D., C.C.T.V. Schemes and local community-led schemes.  
 How good a job the Garda do locally by housing tenure. Proportion of Garda's time on outdoor duty.  
 Percentage satisfaction with response to incidents requiring an immediate response in each division.  
 Percentage satisfaction of the business community to Garda response time to theft on business premises.

**PROVIDING EXCELLENCE IN IMMIGRATION SERVICE. ENFORCING IMMIGRATION LAWS**

Improve the service to all categories of persons reporting under law by improved IT systems and reduced waiting.  
 Increase the services provided by the Garda Intercultural Office and 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.

**PROVIDING POLICING LOGISTICS, SECURITY AND SUPPORT FOR THE IRISH PRESIDENCY OF THE EU IN 2004. ASSISTING IN ACHIEVING**

EU and Governmental objectives of the Justice and Home Affairs policy agenda during the Presidency.  
 Successful delivery of policing logistics, security and support during the Presidency.  
 Achievement of policing policy objectives set at national and EU level and effectively participating in Working Group activity throughout the Irish EU Presidency.

**MANAGING CHANGE, WHEN ENACTED, IMPLEMENTING THE PROVISIONS OF THE GARDA SÍOCHÁNA ACT, IMPLEMENTING SMI PROJECTS, IMPROVING SERVICE QUALITY, COMPETENCE DEVELOPMENT FOR PERFORMANCE, TARGETED TRAINING, IMPROVING THE GARDA WORK CLIMATE, AND ENCULTURING THE GARDA DECLARATION OF PROFESSIONAL VALUES AND ETHICAL STANDARDS**

Introduce a Garda Personal Development Programme to increase competence and performance.  
 When enacted, implementation of the provisions of the Garda Síochána Act,  
 Implementation of Pulse, Release 2.  
 Implementation of Pulse On Line Messaging  
 Monitor the Pulse Merge Process  
 Implement the Fixed Charges Penalty System  
 Manage the change processes associated with the Schengen Project.  
 Manage the Change process associated with the Strategic Management Initiative  
 Achieve a programme to raise levels of awareness and necessity for organisational change.  
 Each Divisional Officer will certify validation of all PULSE entries within one week of end of each quarter.  
 Reduce error rate in PULSE data capture by 5 per cent. Increase compliance with data entry capture policy by 5 per cent.  
 Ensure integrity of PULSE Database by active and on-going random review of records.  
 Maintain awareness of the importance of improving the quality of the service we deliver.  
 Build on the EFQM Excellence Model pilots at the Garda College and DMR South Central.  
 Percentage satisfaction with Garda service.  
 Percentage satisfaction with how a phone query was handled, speed of answering, percentage of 999 calls answered within 10 seconds, did respondent identify station.  
 Percentage of letters answered within ten working days.  
 An Garda Síochána will serve 90 per cent of all summons received for service in 2004.  
 Satisfaction levels among staff in An Garda Síochána.  
 Number of Gardaí available for operational duty per 1,000 population.  
 Percentage change in the number of complaints. Absentee rate in percentage.  
 Reach a strength of 12,200 Garda members during 2004.  
 Evaluation of implementation of the Garda Declaration of Professional Values and Ethical Standards by year-end 2004.

**MANAGING FINANCE TO ACHIEVE BEST VALUE-FOR-MONEY.**

Rate of percentage increase per annum in salaries, overtime, allowances, and pensions.  
 Implementation and rollout of the new Financial management system to provide for activity and project management  
 Ensure the Garda organisation is competent to support the Commissioner in the role of Accounting Officer.  
 Further devolve elements of the Garda budget to Regional, Divisional and District level.  
 Effective allocation of EU Presidency budget - supporting safety, security, traffic, and Presidency Programme.

## STRATEGIC GOAL ONE

### DEALING WITH YOUTHS RACING AROUND IN CARS

#### LAW ENFORCEMENT 2004

An Garda Síochána will enforce the law and reduce this threat to public safety, quality of life and health of our citizens. A range of enforcement mechanisms are listed under the goal relating to Road Safety.

#### HOW THIS POLICING PRIORITY HAS GRADUALLY INCREASED IN IMPORTANCE

When An Garda Síochána asks the public in its public attitude surveys "what issues do you want to prioritise" it always leaves an open-ended section at the end to permit the public to draw our attention to any issue that has been omitted from the long list of policing priorities. Dealing with youths racing around in cars was the most-often entered in this section in the first such surveys. Over the years it has gradually increased until, this year, the public rates it the number one issue of 19 policing priorities.

#### WHAT DOES IT MEAN?

Obviously it includes youths racing around in stolen cars, and in "company cars"<sup>3</sup>. It also includes, in the opinion of some respondents, youths generally driving too fast, and doing wheelies on the road and racing each other. We are not exactly sure what range of activities the term includes but we can, and the Garda Research Unit will, during 2004, include a question in the next survey that will determine the constituent elements of this issue. The age and gender and socio-economic balance of the respondents in each public attitude survey is not skewed and the Garda Research Unit will also be tasked with learning how this issue is perceived by different age groups.

#### WILL IT STILL BE THE TOP POLICING PRIORITY NEXT YEAR?

Unlikely - but possible. The number one policing priority has changed three times in the past three years. Drugs was number one three years ago. Providing an immediate emergency response then became the number one priority. Now it is this.

#### IS IT ALL DOWN TO MEDIA HIGHLIGHTING AT THE TIME OF THE SURVEY?

The media reflects and amplifies current concerns rather than creating them and there is clear evidence that, over the years, the public are well able to make up their own minds about policing priorities. Some priorities that would rate high on any journalist's jotter have, over the years, rated much lower on the public's list of priorities. Gardaí respond effectively when confronted with serious challenges and, thereafter, former top priorities decline in priority because they are no longer seen by as many of the public as a key problem for them.



<sup>3</sup> Company cars are cheap or free cars, near or at the end of their life-cycle that are driven, (frequently without insurance, frequently for use in crime) in a way that is dangerous and/or frightening to other road users, passers-by or neighbours.



## STRATEGIC GOAL TWO

*ENFORCING THE LAWS RELATING TO DRUGS AND ALCOHOL ABUSE  
TACKLING SALE AND SUPPLY OF DRUGS. DEALING WITH  
UNDERAGE DRINKING ON THE STREETS. TACKLE THE SALE OF  
ALCOHOL TO THOSE UNDERAGE. DEAL WITH UNDERAGE  
DRINKING IN PUBS. SUPERVISE LICENSED PREMISES.*

### CURRENT GOALS STILL APPROPRIATE

The goals set out in our Policing Plans of 2000, 2001, 2002 and 2003 are still fully appropriate to drug related supply and demand problems and will continue to be important in tackling and reducing drugs misuse. Targeting the assets of middle-ranking criminals involved in drug dealing has been identified as a priority in the Programme for Government. The Criminal Assets Bureau, as a result of requests by members of local communities, focuses on local drug dealers who profit from criminal activity. Working in conjunction with the Garda National Drugs Unit the Bureau has established a local drug dealer initiative whereby the Criminal Assets Bureau and the GNDU work together to identify local drug dealers and target them under their statutory remit. The programme is in accordance with the National Drugs Strategy 2001-2008. Officers of the Bureau are part of the Garda framework for the implementation of the strategy on behalf of An Garda Síochána.

### GARDA DRUGS STRATEGY AT DISTRICT LEVEL

1. Each district will produce a Drugs Policing Plan.
2. The assets of middle-ranking criminals involved in drug dealing will be targeted.
3. Additional resources will be provided for existing Drug Units where necessary and new ones established.
4. The CPF initiative will be extended to all LDTF areas
5. Operations similar to 'Dochas' and 'Nightcap' etc will extend to urban areas throughout the State.
6. The existing arrest referral system will continue to be monitored and expanded as appropriate.
7. Continue to work with the Customs Service in accordance with the MOU, and with law enforcement services in ternationally.
8. Strengthen and consolidate existing coastal watch initiatives.
9. Develop benchmarks against which seizures of drugs can be evaluated under EU Action Plans.

### DRUGS INFORMATION

Garda Community Relations Section will increase awareness and information on drugs among young people by means of introducing an information card detailing the hazards associated with common drugs. Highlighting efforts in education and detection in relation to drugs will be effective. Research information will be disaggregated by area and by drug type.

### NATIONAL DRUGS STRATEGY TEAM

The National Drugs Strategy 2001-2008 will be reviewed by An Garda Síochána in 2004 and considerations are; Actions 7, 10, and 12. - faster progress needed in these. Garda redeployment should focus on community policing fora, drug units, and targeted operations to support delivery of these actions.

Action 8 - Introduce a Garda District Drugs Policy

Action 9 and 11 - Extend the Community Policing Fora and continue the CAB model to target middle ranking criminals.

Actions 13 and 19 - Use should be made of pilot arrest referral schemes in Cork, Dun Laoghaire and Ballymun to inform expansion of similar schemes to other LDTF areas in 2004.

### DRUGS AND SUBSTANCE ABUSE.

Garda resources will be focused on the identification and prosecution of those involved in distribution of Drugs.





### **GARDA NATIONAL DRUGS UNIT : THE RISING TREND IN SEIZURES OF DRUGS**

The Garda National Drugs Unit will, in 2004, play a key role in countering drug-related organised crime. Offenders for supply offences will be targeted and enforcement of legislation on sale and supply of drugs will be increased. Joint actions with the Customs Service will be a feature of 2004 and the increased level of European and International cooperation will continue. An implementation plan to action the National Report on Drugs-Crime Linkage will be prepared when the Report is published in 2004. The rising trend in seizures of drugs can be attributed to the operations of the Garda National Drugs Unit (GNDU) and Divisional Drugs Units throughout the State, working in cooperation with Customs and the Defence Forces including the Air Corps and the Naval Service. The primary focus of the GNDU is on the national and international aspects of drug trafficking, the Unit maintains close liaison with many drug law enforcement organisations from other jurisdictions. The Garda Liaison Officers based in London, The Hague, Madrid, Paris, Europol and Interpol will continue to play an important role in providing quality intelligence to support the work of national and divisional drugs units.

### **PRIORITIES OF THE OFFICE OF THE REVENUE COMMISSIONERS - INTER-AGENCY COOPERATION**

An Garda Síochána acknowledges that tackling drug related crime requires cooperation between various agencies at national and international level and, in 2004, this cooperation will be increased. In 2004, An Garda Síochána will build on the good cooperation and intelligence sharing which now exists between the Gardaí and Customs as a result of the Memorandum of Understanding (MOU) and the Operational Protocol. In this regard, the Garda National Drugs Unit will fulfil a key role in managing the implementation of paragraph 6.6.1.(6) of the Evaluation Report on Ireland concerning "Law Enforcement and its role in the fight against drug trafficking" to foster a high level of effective inter-agency partnership.

### **DRUGS AND GARDA COMMUNITY RELATIONS SECTION**

Garda Community Relations Section will co-operate with the Garda National Drugs Unit in the creation of structures designed to support Garda personnel on Regional Drugs Task Forces. These structures will be similar to these already in place in Local Drugs Task Force areas.

### **LOCAL DRUGS TASK FORCES**

The establishment of a pilot policing forum through the Local Drugs Task Forces allows for public input to local policing policy and the expansion of this initiative will form an important pillar of the policing service delivered in 2004. The Community Relations Section will continue to support the National Drugs Strategy 2001-2008 by supporting the Community Policing Fora and consolidating the best aspects of the Fora experience. The majority of respondents (63% and 77% respectively) to the Garda Public Attitude Survey 2002 believed that rehabilitation and counselling were the appropriate responses to juvenile/teenage crime and drug abuse. This view accords strongly with Action Point 17 of the Government's National Drug Strategy 2001 - 2008 which recommends early intervention by Health and Social Services in situations where incidents of alcohol and drug abuse come to the attention of the Gardaí.



The principal recommendations of the National Implementation Group for the National Drugs Strategy in relation to Policing Plans indicate that each Divisional Policing Plan should form the basis of the Division's Drug Strategy. The Plan should be drafted by those individuals tasked with delivering the National Drugs Strategy locally. Whilst each plan will have differences they should include the following elements as a minimum standard:

- needs analysis,
- inputs/resources,
- processes, outputs,
- and outcomes.

Each Divisional Drugs Policing Plan will be continuously monitored, reviewed quarterly and evaluated at the end of the year.

### **COCAINE USE RESEARCH**

The Garda Research Unit has researched the level of cocaine use in Ireland during 2003 and, in con-





sultation with the Garda National Drugs Unit, and in support of the National Drugs Strategy, provided policing policy recommendations. These will be implemented in 2004. The rise in cocaine abuse in recent years is a cause for concern. This is particularly true in Dublin. The harms involved are considerable as there is no ready treatment available for cocaine dependence. Patients begin to inject and inflict considerable harms upon themselves both at a medical level and psychosocial outcomes.

#### DRUGS/ALCOHOL ABUSE

Calls for mandatory implementation of the use of identity cards to minimise underage drinking have merit. An Garda Síochána supports the implementation of substance misuse programmes in the community. An Garda Síochána supports the provision of local help and rehabilitation programmes for drug users.

#### ALCOHOL AND PUBLIC ORDER

Strong enforcement of Intoxicating Liquor Acts will combat public order offences and simultaneously address underage drinking, and after-hours trading. The increased use of age cards will assist in this task. An Garda Síochána supports and will seek to introduce a confidential public order telephone number. It will also work with County and City Development Boards towards the establishment of a joint working group representing various interests to examine public order and associated public alcohol consumption problems consequent to the National Crime Council's *Report on Public Order*.

#### UNIFORM APPROACH TO LICENSING LAW ENFORCEMENT

The uniform approach to licensing law enforcement will be continued in 2004. Each Garda District will assess its public order policing demands and prepare plans to tackle the issues identified. The linkage between excessive drinking and the number of exemptions granted to licensed premises will be examined and assessed. The District plans will incorporate the uniform approach to enforcing the licensing laws recommended by the Uniform Approach to Licensing Law Enforcement and District Officers will participate in a fora of interested parties with representatives of the drinks industry, Fire Officers, Local Authorities and Revenue Commissioners on a quarterly basis. The fora will discuss matters of mutual interest, agree on best practice and provide crime prevention advice where appropriate. District Officers will hold regular meetings with the licensed trade to resolve local issues, to promote the responsible serving of alcohol, and to secure a safe environment for all patrons. The Garda Research Unit will examine mechanisms for measuring and addressing activity levels in relation to public order issues. This project will include enhanced training for Gardaí at all levels, education modules for students at secondary schools and developments such as the introduction of an Alcohol Retailers Charter, expansion of the Pub Watch programme based on an evaluation of the pilot project in Cork City, and the introduction of new initiatives under the direction of the Garda Community Relations Section to combat underage drinking.

#### ALCOHOL ABUSE AND PUBLIC DISORDER - GARDA DISTRICT PLANS

1. Identify and target public order black-spots to prevent further incidents occurring.
2. Introduce quarterly yearly meetings between Vintners, Gardaí and the Health Boards.
3. Increased emphasis on the promotion of the 'Age Card' system
4. Through liaison with local agencies encourage the improvement of street lighting, transport, and regulate fast food outlets.

#### GARDA SCHOOLS PROGRAMME

The Garda Schools programme will be included in the secondary school curriculum during 2004. Gardaí will prepare and deliver two modules as part of the *Social, Personal and Health Education* programme which has been introduced by the Department of Education into secondary schools. In the SPHE programme, the Garda input will focus on personal safety and substance abuse. The roles of the newly appointed Garda Divisional School Liaison Inspectors will be developed in 2004.

#### AGE CARDS

Community Relations staff at the Age Card Office will continue, in cooperation with the Licensing Industry, the Departments of Health and Children, and the Department of Education, to create awareness of the Age Card to increase the uptake of cards. Application forms will be available at new venues such as hotels, off-licences and other establishments. New staff, equipment, and procedures have been introduced to streamline the issue of cards throughout 2004 and beyond.



## STRATEGIC GOAL THREE TARGETING ORGANISED CRIME



### TARGETING ORGANISED CRIME IN 2004

Legislative measures taken by the Government in recent years, backed up by significant law enforcement measures, have significantly altered the environment within which organised criminal groups operate in Ireland. The targeting of serious and organised crime will continue to be a priority and will be undertaken by National Support Services by targeting areas of criminality, individuals and groups operating nationally. This will be achieved by co-ordinating and tasking individual units attached to National Support Services and also using local Divisional and District units in consultation with Regional Assistant Commissioners.

### EUROPEAN-WIDE FIGHT AGAINST ORGANISED CRIME

Reinforced by Ireland's Presidency of the European

Union in 2004, An Garda Síochána through its involvement and cooperation with other law enforcement agencies throughout the European Union and with Europol is committed to reinforcing the fight against serious organised and transnational crime. The Garda Bureau of Fraud Investigation continues to implement EU initiatives and other international projects. New MOUs to fight money-laundering have been signed. GBFI members take a leading role in a PHARE anti-money laundering project which is designed to educate financial intelligence units based in the 10 candidate countries for EU membership. Other international initiatives include Financial Intelligence Unit Network; Financial Action Task Force (FATF); and, the Egmont Group. The introduction of the European Arrest Warrant will be a key 2004 development

### OFFICE OF THE DIRECTOR OF CORPORATE ENFORCEMENT (ODCE), DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT

The seven Gardaí who have been assigned to the Office of the Director of Corporate Enforcement (ODCE) will continue to assist the Director and his staff in achieving the goals set out in the ODCE's Strategic Statement 2003-2005.

### NATIONAL CRIMINAL INTELLIGENCE UNIT AND ORGANISED CRIME

Effective intelligence and policing in relation to organised criminals and gangs is ensured at local, national and international level and the developing threat from organised crime is responded to with the needed resources. The National Criminal Intelligence Unit (NCIU) works in close co-operation with other national units under the direction of Assistant Commissioner, Crime and Security. The unit will continue to have responsibility for the analysis and dissemination of intelligence on organised crime and major criminals. Intelligence will be retained at one central location and access will be strictly controlled. Divisional Officers and heads of Specialist Units will ensure that all intelligence on serious crime and major criminals is forwarded to the NCIU. They will also ensure all exchanges of criminal intelligence on serious crime or major criminals with external law enforcement agencies is communicated through the NCIU. The NCIU will continue to facilitate operational units and other sections by 'flagging' criminals that are of special interest to a particular unit/section. It will also continue to develop close liaison with various specialist units to ensure that the gathering of intelligence on organised crime or major criminals is maximised. The analysis and dissemination of intelligence on serious crime or major criminals by the



NCIU at one central location will ensure that no intelligence which might hinder any operation in this jurisdiction is disseminated further. The NCIU will continue to be responsible for the quality control of all intelligence disseminated to Interpol, Europol or through any other channels. To fulfil this the NCIU will provide an evaluation of the intelligence and attach the appropriate handling code to it.

#### **CRIMINAL ASSETS BUREAU**

The Criminal Assets Bureau works in close cooperation with other Garda national units under the direction of Assistant Commissioner, National Support Services, in bringing to bear its powers and functions fully against organised crime and the proceeds of their criminal activity. The Bureau is a multi-agency unit made up of members of An Garda Síochána, the Revenue Commissioners (both Taxes and Customs), and officers from the Department of Social and Family Affairs. Its statutory remit includes the application of all relevant acts both civil and criminal to deny persons involved in organised crime the proceeds of their criminal activity. A number of evaluations carried out at European level have identified the Criminal Assets Bureau as a model agency and centre of excellence in relation to the identification, tracing and forfeiture of criminal assets. The Bureau will continue in 2004 to form part of the national strategy in dealing with organised crime in conjunction with units under the command of Assistant Commissioner, National Support Services, while at all times pursuing its statutory remit under the Criminal Assets Bureau Act of 1996.

#### **MONEY LAUNDERING INVESTIGATION UNIT**

The Money Laundering Investigation Unit which is attached to the Garda Bureau of Fraud Investigation is involved in the investigation of suspicious transaction disclosure reports. The level of reports of suspicious transactions has risen from 199 reports in 1995 to over 4,000 in 2003. The Unit provides assistance to local Garda Detective Units throughout the country and to international agencies. The Money Laundering Investigation Unit will continue to identify criminal assets through the disclosure process in 2004. Members of the GBFI took a leading role in a 'PHARE' anti-money laundering project. The aim of the project is to strengthen the established anti-money laundering services in the candidate countries. This is to assist investigators in these countries to become fully compliant with the E.U. Acquis and international standards. The GBFI involvement relates to one particular module of this project in respect of compliance, feedback and supervision of money laundering matters.

#### **NATIONAL BUREAU OF CRIMINAL INVESTIGATION**

The National Bureau of Criminal Investigation will play an important role in the National Support Services' integrated strategy in fighting, nationally, serious and organised criminal activity. The Bureau will continue, in partnership with the National Criminal Intelligence Unit, to develop and convert intelligence on criminally active groups and individuals into evidential opportunities. It will proactively and reactively co-ordinate national investigations and will provide expertise and services at Divisional level in serious and complex investigations.

#### **GARDA NATIONAL IMMIGRATION UNIT**

Some aspects of organised crime in 2004, particularly the identification and investigation of international criminal groups, will benefit from the work of the Garda National Immigration Unit. This work is fully outlined at page 33.

#### **SCHENGEN INFORMATION SYSTEM (SIS)**

From the I.T. perspective this will be a significant project posing challenges ranging from the integration into PULSE to training and development of personnel, and achieving simultaneous 'go-live' with the United Kingdom. Ireland's membership of the SIS took effect from April 2002. Work is ongoing to the second major piece of work which will include the actual successful implementation of the Schengen SIS system. From the Liaison and Protection perspective this major project poses significant challenges for An Garda Síochána as an organisation, including the integration of SIS into Pulse and other national applications, and the associated training requirements for Garda members. Both Liaison & Protection Section and I.T. Section have undertaken considerable preparatory work. Phase I of the project has now been completed and involved the



engagement of a team of consultants who drew up the following detailed documents namely a request for information (RFI) document, a request for tender (RFT) document, a RFT for legal services document, a business system options document and a proposal document for the seven major jobs of work. The next phase will see the selection and engagement of a consultancy firm tasked to actually construct and implement the SIS. This will continue to be a key 2004 responsibility.

#### **GARDA INTERPOL OFFICE : TRANSLATORS**

The Interpol Office will propose an effective policy for the use of translators and interpreters in An Garda Síochána during 2004 bearing in mind some of the key values of the organisation

- Respect for people and their needs
- Human Rights protection and
- Service to the community.

The report of the **Working Group on Foreign Language Interpretation/Translation in An Garda Síochána (2003)** highlights the inadequacies in the current policy approach manifested by poor service to non-nationals. This will be a performance indicator in this plan.

#### **EUROPOL**

The role of Europol has changed and is set to increase enormously in response to the advances in transnational criminal activities, advanced technology, open border policy across the Member States and EU enlargement. May 2004 will bring about the inclusion of ten more countries into the European Union. This enlargement of the EU will have a fundamental effect on the work of Europol. The crime situation and threat assessments for the extended geographical area of the EU will be affected. In addition, the organisation's working practices have to be in line with each law enforcement structure. The Europol Information System (EIS), Info-Ex and other computer systems will have to be expanded. Garda Schengen, Interpol and Europol Units have recently set up an awareness programme targeted at students/probationers at the Garda Training College, Templemore and Garda personnel attending promotion and detective training courses. This will instruct and enlighten them as to the work and purpose of these offices. This will continue into 2004.

#### **TRAINING**

A training programme for Criminal Intelligence Officers will be developed and delivered.





## STRATEGIC GOAL FOUR

### ENSURING IMMEDIATE RESPONSE TO EMERGENCIES

#### Call handling

Responding to emergencies has been identified by the public as the fourth highest priority for An Garda Síochána in 2004. The review of operational procedures in communications rooms will develop best practice and training needs. Call handling procedures will be formalised to ensure persons calling for Garda assistance are given realistic estimates of the time of arrival of Gardaí. Improved call taking methods will be devised and implemented in 2004 to ensure improved performance. Emergency and other calls - particularly from the elderly and people with special needs - will be prioritised by call takers. Response times to emergencies will be monitored and measured locally and the data used to assess the overall performance of individual Garda Districts. Planning will continue for the regionalisation of communications/radio centres. In future years this will improve speed and quality of response and appraisal of response time performance.

#### RESPONSE TO EMERGENCY CALLS

CCTV, community alert schemes, property security advice and a range of prevention services provided by the Garda can make a real difference in preventing crime. The Irish criminal justice system is a collaborative and partnership system with a high degree of interdependency between the Courts, Prisons, Probation and Welfare Service, Garda Síochána and the Department of Justice Equality and Law Reform to collectively serve the public in the area of community safety without of course impinging on each others independence and core functions. The criminal justice system must foster public and community support through which most crime prevention and most crime detection actually occurs. *CrimeLine* successes illustrate this and the partnership approach to the Integrated Services Programme will help the Community and Gardaí improve the quality of life. Community Policing will continue to be fostered, developed and resourced so that our core policing service delivery is uniquely Irish and uniquely closer to the people we serve. Community commitment is a two-way process. We depend on our communities to help us help you.



#### MISSING PERSONS

The Missing Persons Unit will report on the number of persons reported missing, the number of persons traced, and the number of persons untraced. The installation, in 2004, of a Missingkids Website at the Garda Missing Persons Website has been approved. Best practice in missing person policy worldwide has been researched in 2003. Further research planned for early 2004 in the US at the FBI, NYPD and John Jay College of Criminal Justice will result in updating the Garda missing persons policy during 2004.

#### INFORMATION ON AGENCIES INVOLVED IN RESPONSE TO EMERGENCIES

Various agencies provide emergency response. Information relating to services is available in every Garda Station as part of the Divisional Major Emergency Plan and this information can be actively distributed to help inform the public.

#### IRISH COAST GUARD

A Memorandum of Understanding between the Coast Guard and An Garda Síochána will be drafted, agreed and published during 2004 and Garda Síochána will continue its effective working relationship with the Irish Coast Guard.

#### MOUNTAIN RESCUE

During 2004, a Police Search Advisor will be appointed in each Garda division. This person will



need and receive training in search management etc. A data-base will be compiled which will profile missing persons; details of where found, how far from roadway, cars etc. to act as a guide for future searches.

#### **FUTURE CROSS-BORDER COOPERATION IN EMERGENCY PLANNING: JOINT GARDA/PSNI MAJOR DISASTER PROJECT**

As part of a European Union Oisín project, co-funded by the Department of Justice, Equality and Law Reform, a joint practical exercise took place during 2003 on the border involving An Garda Síochána and the Police Service of Northern Ireland. The knowledge gained from this practical exercise on the land frontier that simulated a disaster will result in better coordination, and more effective emergency responses by the appropriate agencies from both sides of the border. The analysis by experts from participating EU member states will spread the lessons learned throughout the EU. This also fulfilled one of the recommendations of the Report of the Patten Commission in relation to joint disaster planning between the two police services on the island and bodes well for future cooperation.

#### **COMPUTER AIDED DISPATCH (CAD) PROJECT**

This project is in development. The new CAD system will initially replace the Command and Control system in the Dublin Metropolitan Region. Additional functionality will be added to include the use of mobile computing and computerised geographic information. This system will be implemented in Regional Call Taking and Dispatching Centres in conjunction with the rollout of the National Radio Project. The introduction of this system will improve the quality and consistency, throughout the country, of the response by the Garda organisation to emergency calls.

#### **EXPANSION OF GARDA AIR SUPPORT UNIT**

The introduction of the EC135 helicopter means that in 2004 the Garda Air Support Unit will have the ability to provide its service nationally. The Garda Air Support Unit will have greater operational versatility and improved flying capability in poor weather conditions. A Service Level Agreement will be introduced between the Department of Defence and An Garda Síochána and it will be an important aspect in the development and implementation of the Garda Air Support service.

#### **WATER UNIT**

The Garda Water Unit provides an effective level of emergency response and its training, equipment, staffing, and safety record are of the highest international standards. The Water Unit has gained a reputation for responding quickly, efficiently and sensitively to incidents, some of which are tragic and some of which, happily, end in relief for families, friends and communities. In 2004, the Unit will continue to receive a high level of Garda support.

#### **NUCLEAR EMERGENCIES**

A review of the role of An Garda Síochána in the nuclear emergency management will be conducted in 2004. An Garda Síochána are members of the Emergency Response Co-ordination Committee (ERCC).

#### **DEPARTMENT OF DEFENCE, CIVIL DEFENCE: DEALING WITH EMERGENCIES**

An Garda Síochána, through its representation on the Board of Management of the Civil Defence, will support the development of Civil Defence capabilities and will seek to ensure maximum co-ordination between the Gardai and Civil Defence to deliver effective support to the community in emergency situations and ensure the maintenance of vital services and public life, in accordance with Government policy. An Garda Síochána will continue to work with the Office of Emergency Planning in the Department of Defence to review its role in national emergency planning and to put in place the necessary quality assurance mechanisms, so that the Minister for Defence, as Chairman of the Government Task Force on Emergency Planning, can report to Government that the requisite arrangements are in place, and that there can be a high level of confidence in the response capability of An Garda Síochána. The proper emergency equipment will enable the Gardai to provide a professional service to the public in a safe working environment.

#### **ANALYSIS OF 999 CALLS**

During 2004 An Garda Síochána will conduct an analysis of response to 999 calls.





## STRATEGIC GOAL FIVE

### *ROAD SAFETY. ENFORCING DRINK/DRIVE LAWS. ENFORCE SPEED LAWS. ENFORCE LAWS RELATING TO WEARING OF SEATBELTS. ENFORCING OTHER TRAFFIC LAWS. ENSURE EFFECTIVE BEST PRACTICE TRAFFIC MANAGEMENT*

#### 2004 FIXED CHARGE PENALTY SYSTEM

Garda Change Management Section believe that this 2004 policing plan will be a powerful driver in ensuring that a national concerted effort is made to build public awareness and appreciation of the role of the FCPS in reducing fatalities and creating a safer motoring environment and Garda Change Management will support the communications challenge with reports, briefing material, and specific information needed.

#### OPERATION LIFESAVER

The Penalty Points System and the Fixed Penalty System will be enforced rigorously in an integrated effort to improve road safety. Increased checkpoints, intensive patrolling and enforcement of speed limit legislation will be utilised in the continuing effort to improve road safety.

#### ASSESSING THE SURVEILLANCE LEVEL OF TRAFFIC POLICING

The Plan for 2004 has fifteen detailed performance indicators which are designed to assess the enforcement and surveillance impact of traffic policing. These indicators will allow us to establish a base line against which future performance levels can be set. The indicators focus on detection levels and commitment to enforcement of Road Traffic legislation by measuring commitment in terms of hours. Analysis of the indicators will allow Garda Managers to maintain, increase or decrease the surveillance level as appropriate as far as technical and human resources permit.

#### ROAD SAFETY PRIORITIES OF THE NATIONAL SAFETY COUNCIL

1. Increased enforcement of RTA to further reduce the number of road fatalities and RTA offences.
2. Closer cooperation between An Garda Síochána and the NSC to include; format and timing of joint projects, exchanges of research, and provision of support through advertising/PR/sponsorship.
3. An Garda Síochána representation on NSC Board and Road Safety Committee (Evaluation of best methods for enhancing cooperation).

#### ROAD SAFETY

An Garda Síochána will implement these specific accident prevention measures.

1. Provide additional Garda resources to ensure the strict enforcement of laws relevant to road traffic.
2. Thoroughly investigate occurrences of traffic collisions.
3. An Garda Síochána, in 2004, will welcome the increase in the number of speed signs and the changed speed limits to raise consciousness of drivers about speed limits.
4. Support the enforcement of parking regulations.

#### PSV REGULATIONS

Increase enforcement after de-regulation.

#### DEPARTMENT OF TRANSPORT PRIORITIES

1. Prioritise enforcement of the provisions of the Road Traffic Acts to maximise road safety, utilising the penalty points system in conjunction with high visibility policing



2. Create an expectation in the minds of drivers that there is a high probability of offenders being detected.
3. Road haulage enforcement will be a key safety priority.
4. The establishment of a dedicated Garda unit for the DART and suburban rail system to stem increased public order offences will be examined in 2004.
5. Best practice traffic management in Dublin and countrywide, including policing of the Quality Bus Corridors, is an important priority.
6. Formal contacts between An Garda Síochána and the Bus Licensing Section regarding; proposed bus stops by new private operators, renewal of passenger licences by private operators, and the investigation of complaints regarding unlicensed services will be developed in 2004.

#### ENFORCING ROAD HAULAGE

An Garda Síochána will assist in implementing the objectives of the action programme of the Task Force on the Haulage Industry over time...

- By aiming to increase routine roadside checkpoints so as to increase the number of vehicle inspections from 2,300 to 5,000 per annum. These highly effective inter-agency road checks will continue.
- Increase multi-agency checkpoints from current annual average of 43 moving over the coming years to the achievement of 150 per year
- Targeted blitz of certain industries and/or areas
- Increased co-operation with other European agencies on intelligence exchange/enforcement measures
- The increased detection of overweight heavy goods vehicles at national level will be a 2004 priority.

#### PENALTY POINTS

An Garda Síochána will meet the commitments it has entered into to support the penalty points system and bring on stream technological support. The Fixed Charge Processing System (FCPS) project commenced in September, 2002 and is scheduled to be implemented in the organisation in 2004. This is a national system for handling fixed charge offences. The system will streamline the back office processes associated with fixed charge offences. The introduction of this system will enable the Gardaí to further increase the level of enforcement of these offences.

#### DIVISIONAL BEST PRACTICE TRAFFIC MANAGEMENT LIAISON COMMITTEES

Best practice traffic management liaison committees will be established in every Garda Division in 2004. This policing plan highlights the importance, from a road safety point of view, of the Garda role in facilitating successful merging of Luas vehicles with the general traffic on Dublin city streets. Continual liaison between An Garda Síochána, the Dublin Transportation Office, Connex (the Luas Operator), and the Department of Transport will be essential as we go through 2004. Further emphasis on best practice traffic management, both in the Greater Dublin Area and rural areas will help bus companies, including Dublin Bus. There is particular need for policing of Quality Bus Corridors in Dublin. Greater Dublin Area traffic management is the responsibility of the DMR Regional Traffic Division and of uniform Gardaí throughout Dublin. There will be an increased emphasis on the objective of best practice traffic management and keeping traffic moving. Dublin Bus and the Gardaí have been close partners in improving traffic flows. The benefits this partnership have achieved are significant, including the experience with Freeflow at Christmas and the operations organised for special events.

#### ROAD SAFETY

Appropriate levels of enforcement are central to effective regulation. The Government is anxious that the need for appropriate enforcement is reflected in the policing plan for 2004. The introduction of the penalty points scheme will increase enforcement effectiveness. While it will be important to the success of the penalty points scheme that sufficient resources are committed to it by all the organisations concerned, a crucial element will be the necessary levels of enforcement activity by the Garda.



**DRIVER EDUCATION**

Education programmes for young drivers will increase road safety. A road safety package will be delivered to secondary school transition year students in conjunction with the Garda Road Safety Unit, Dublin Metropolitan Region Traffic Division. The Garda Community Relations Section will add value to these efforts by continuing to deliver the Schools Programme modules on road safety and cycle safety in Primary schools. Avoiding traffic accidents involving motorcyclists must be a focus of driver education.

**FATAL TRAFFIC COLLISION INVESTIGATION**

The manner in which Garda investigations of fatal traffic collisions are carried will be assessed to ensure that all incidents are investigated to the highest possible professional standards, and that the root cause of collisions is firmly established so that the correct preventative action can be taken to reduce them. The training programme of training traffic accident investigators will be extended.

**COLLISION PREVENTION PROGRAMME**

Traffic Policing Plans will include, in 2004, the Collision Prevention Programme (CPP) initiative to reduce accidents at black spots, and address collision-related issues such as traffic congestion.

**TRAFFIC WATCH INITIATIVE**

This is a road user/Garda initiative to eliminate aggressive behaviour on Irish roads to reduce deaths and serious injury developed in the South Eastern Region. Road users who drive in an aggressive or careless manner find out that responsible road users will no longer tolerate such behaviour. The nationwide implementation of the programme will continue in 2004.

**INCREASED PARTNERSHIP FOR INCREASED ROAD SAFETY**

An Garda Síochána, in 2004, commits itself to

- Facilitating adaptability, change and innovation in methods of road safety service delivery
- Minimising or eliminating conflict in the resolution of difficulties.
- Improving the quality of service for all road users.

**GARDA TRAINING PRIORITIES 2004**

1. Continue the provision of training in the use of evidential breath testing equipment.
2. Progress the delivery of training in hand held laser speed measuring devices.



## STRATEGIC GOAL SIX

### INVESTIGATING CRIME. ENFORCE LAWS RELATING TO SEXUAL CRIME, FRAUD AND WHITE COLLAR CRIME

#### CRIME

1. Target by covert/overt means the top 10 criminals in each division.
2. Appoint new detectives.
3. Continue six month placements to Drug and Detective Units by uniform personnel.
4. Statistics relating to local/street/area level crime trends will be made available and the release of such information should be prioritised to facilitate better planning and delivery of services by all agencies.



#### TACKLING CRIME

An Garda Síochána will build on and strengthen partnerships with appropriate agencies to help address the underlying causes of youth related crime. Domestic burglaries will be reduced by identifying offenders and establishing targets.

#### SCENES OF CRIME EXAMINATION

Full-time Scenes of Crime Investigators will be appointed in every Garda Division by the end of 2004. An Garda Síochána is committed to providing a professional scenes of crime investigation service to the public with a service response within four hours of notification. In 2004 we will

focus on the use of scientific and technical examinations as significant contributions to detecting and reducing crime. We will harness current skills and review training requirements for Scenes of Crime Investigators to ensure that there are sufficient personnel trained and equipped to meet demand.

#### FORENSIC SCIENCE

The Garda Technical Bureau, in cooperation with the Forensic Science Laboratory, will develop a Forensic Intelligence capability to assist investigators in linking crime and culprits from outcomes of forensic examinations. In-Service training courses will emphasise the importance of quality crime scene preservation. The Forensic Science Laboratory has a very advanced capability and the success of many Garda investigations will again, in 2004, depend on the results produced so effectively by the Laboratory.

#### THE FORENSIC SCIENCE LABORATORY ADVISORY FORUM

The Advisory Forum is a specific expression of the sentiments underpinning the excellent level of co-operation between the Forensic Science Laboratory and An Garda Síochána. The Advisory Forum, in 2004, will examine how best to harmonise the differing IT systems used by An Garda Síochána and the Forensic science Laboratory to facilitate sharing data. It will also introduce a revised scene of crime course taking account of knowledge and skills of the 21st century, prepare for the implementation of a national DNA database, agree priorities regarding Drugs and Drug seizures, and explore new ways to increase the evidential value of important explosive finds.

#### IMPROVING INVESTIGATION SKILLS

Thirty per cent of respondents to the Garda Public Attitude Survey 2002 who reported being victims of crime in 2001 experienced the crime of burglary and the Garda training effort in 2004 will improve burglary investigation skills.



### **CROSS BORDER INVESTIGATION TEAMS**

An Garda Síochána will, in 2004, provide an effective policing response to new legislation, developments regarding cross-border investigation teams, and an evolving Europol role.

### **ANTI-CARTEL ACTION**

An Garda Síochána, acknowledging the success associated with the secondment of two Detectives to the cartels section of The Competition Authority will, in 2004, continue this secondment.

### **CRIMINAL JUSTICE (THEFT AND FRAUD OFFENCES) ACT, 2002**

The primary purpose of this Act is to update and consolidate the law relating to dishonesty and fraud. The Act modernises the law in relation to dishonesty and forgery. This legislation also introduces safeguards to protect the financial interests of the European Union from fraud and corruption. The Act is the result of reports by the Law Reform Commission Report on the law relating to dishonesty and the Report of the Government Advisory Committee on Fraud. The enactment of this legislation will enable An Garda Síochána to effectively tackle emerging forms of dishonest behaviour in 2004.

### **AUDIO-VISUAL RECORDING OF INTERVIEWS**

The installation of Audio-Visual equipment in our stations is very advanced and additional training will be provided for investigators to develop their interview skills and in using audio/visual recording equipment for crime suspect interviews.

### **WHITE COLLAR CRIME**

An Garda Síochána has provided support for a greater level of corporate enforcement through the deployment of seven personnel to the Office of the Director of Corporate Enforcement (ODCE). This team will continue to undertake joint investigations with the Garda Bureau of Fraud Investigation. A new fraud complaint recording system has been developed and is in use at GBFI. This system will increase intelligence-gathering capabilities by providing analytical processes for the identification of fraud trends. Two Detective Sergeants have been seconded to the Cartels Division of the Competition Authority from the Garda Bureau of Fraud Investigation to assist in the investigation of white collar crime. The secondment of the Garda personnel has been acknowledged by the Authority as having a positive impact on its criminal investigations, both in terms of focus and of methodologies.

### **INVESTIGATION OF SEXUAL OFFENCES**

The procedures for investigating sexual offences aim to ensure that victims continue to be treated in a sensitive and professional manner. This aim has been supported by training for investigators and improvement in facilities at Garda Stations for victims of sexual assault. The appointment of Liaison Gardaí at station level to network with the acute services organisations locally will provide a better service to sexual crime victims. A lot of future work yet remains to be done on the Garda building programme to provide the level of comfort and privacy needed by sexual crime victims. Some of this will be done in 2004.

### **DOMESTIC VIOLENCE : PRO-ARREST POLICY, GARDA TRAINING, FOLLOW-UP ACTION AND LOCAL LIAISON**

Garda training includes information on the categories of person who may apply for barring and protection orders, and stresses the importance of utilising a power of arrest if one is available. The aim is to reduce domestic violence by ensuring that effective strategies and procedures are in place. The key strategy is our pro-arrest policy and the key procedures involve enforcing barring and protection orders and using the criminal law to its full extent in preventing violence. Domestic violence calls will continue to be given a high priority. Follow-up action of Gardaí in such cases will be clear regarding arrest and bench warrants. In 2004 An Garda Síochána will continue regular liaison with locally based groups working to support victims of domestic violence, rape and sexual assault.

### **VIOLENCE AGAINST WOMEN : POLICY REVIEW**

In 2004, An Garda Síochána will, in an important policy review, examine how data regarding violence against women is captured, listen to the views of women who have been subjected to violence, identify where we can improve, and set about achieving that improvement.





**CHILD SAFETY PRIORITIES**

1. Facilitate the establishment of 'joint management teams for child abuse cases' as envisaged by the Child First National Guidelines.
2. Facilitate future joint training between An Garda Síochána and staff of the Health Board
3. Facilitate regular and permanent meetings between middle and senior Garda management and their counterparts in the Health Boards.

**RAPE CRISIS NETWORK IRELAND'S PRIORITIES**

- Ask public attitude survey respondents to assign a specific priority to crimes of sexual violence.
- Extend DVSAIU nationwide.
- Distribute details of NGO services to victims of sexual violence.
- Provide initial and ongoing training to Gardaí on sexual violence.
- Improved Garda liaison with complainant.
- Gardaí to inform complainants of impending release (and any conditions of said release) of perpetrators (or alleged perpetrators in the case of release on bail).
- Improved Victim Impact Statement preparation.
- Publish annual statistics on number and nature of ALL allegations of sexual violence reported that do not result in charges being preferred.
- A joint Garda/Rape Crisis Network Conference in 2004.

**LEGAL ADVICE ON CRIMINAL LAW**

In 2004 legal advice and directives on criminal law and case law will be provided by Legal Section, Crime Policy and Administration, rather than provided by the Garda College.

**TRAINING PRIORITIES 2004**

- Design and develop a training programme for managers of serious crime investigation to include a detailed investigation process map and appropriate auditing tools.
- Evaluate the implementation of the revised Scenes of Crime Examiners Course





## STRATEGIC GOAL SEVEN

### PROVIDING HELP AND SUPPORT TO VICTIMS OF CRIME

#### VICTIMS OF CRIME

1. Garda Community Relations will monitor the roll-out of Release 2 of PULSE as it impacts on communicating with the victims of crime and will work with Victim Support in ensuring a quality service is provided to crime victims.
2. Community Relations will continue to engage with the Victim Support organisation in implementing the Partnership agreement which was signed by both organisations during 2003.
3. Community Relations will further develop referral procedures to Victim Support to ensure that its policy of referring all victims of certain categories of crime to Victim Support provided the victim does not object to that referral if complied with. These procedures will be designed to significantly increase the number of referrals to Victim Support.
4. Community Relations section will liaise with the Victim Support organisation in developing and enhancing the services made available to the victims of crime.

#### HELP TO VICTIMS OF CRIME

We will continue to improve on keeping people informed of case progress. We will appoint a Garda liaison for missing person cases. We will put in place sufficient procedures to ensure that victims of crime are kept informed of developments in the investigation of their cases and are made aware of the services of Victim Support. In the Public attitude Survey 2004, 94% of victims of crime indicated that they did not receive information re Victim Support from An Garda Síochána. This is unacceptable and will be improved in 2004.

#### Victim Support Satisfaction Research

The Garda Research Unit will assist Victim Support in measuring customer satisfaction with victim support in 2004.



#### VICTIM SUPPORT

An Garda Síochána, as part of the justice system, will not contribute to the obstacles that victims may face in seeking justice. Members of An Garda Síochána will avoid 'secondary victimisation', i.e. the harm that may be caused to a victim during the investigation, prosecution and post-sentence processes. In line with the European Framework Decision on the Rights of Victims in the Criminal Justice, victims have a right to be told about and receive adequate specialist, government funded, free information and support services when needed. For this to happen effectively there needs to be a clearer, well defined partnership relationship between An Garda Síochána and Victim Support. A service level agreement has been agreed and signed to support this partnership. This agreement clearly sets out the working

relationship, referral procedures, protocols, and standards of service between both agencies in ensuring that all victims of crime receive the necessary information and support they deserve. In addition, a clear and workable monitoring system will be established nationally to ensure that these procedures and standards are maintained to the highest level.

#### LETTERS TO VICTIMS OF CRIME – PULSE RELEASE 2

Release 2 of PULSE includes functionality to generate letters to Victims of Crime. The functionality provides for an initial letter to the victim, providing details of the PULSE Incident Identifier and the name of the Garda resource dealing with the incident. Having the PULSE Incident Identifier will allow the victim to contact any networked Garda station and immediately obtain an update on the status of the incident. A subsequent letter can be generated when someone is identified and brought to justice for the crime. The letters will be generated automatically by the system. Management reports, for the attention of the District Officer, will also be



generated by the system to identify usage of this functionality. During 2004 this development will substantially increase the number of victim support referrals initiated by the Gardaí.

#### **GARDA TRAINING IN VICTIM SUPPORT**

1. A more centralised approach to Victim Support input to Garda training will continue in 2004 through a 'Training the Trainers' programme at the Garda College.
2. Support will be provided for the working group set up to explore the implications of the signed partnership agreement between An Garda Síochána and Victim Support in relation to the provision of necessary training to advance the partnership.

#### **GARDA/VICTIM SUPPORT JOINT CONFERENCE**

The 2004 Conference will focus on and invite victims to tell us what they want us to do for them. The Garda Community Relations Section will build on the conclusions of the Joint Conference involving An Garda Síochána and Victim Support to enhance the service to victims of crime. All relevant problem areas raised at the conference and in the Garda Public Attitude Surveys will be examined and addressed as necessary.

#### **VICTIM IMPACT STATEMENT**

The Law Reform Commission has investigated the possibility of placing the Victim Impact Statement on a statutory basis. Discussions have already taken place between Garda Community Relations Section and Victim Support in relation to overall implementation of these statements. An Garda Síochána will fully support the outcome and proposals.

#### **REPEAT VICTIMISATION**

The issue of repeat victimisation will be addressed by An Garda Síochána and Victim Support. To assess the extent of 'repeats', An Garda Síochána captures this information as part of its PULSE system and such victims will be targeted for specific crime prevention initiatives as well as specific support from Victim Support.

#### **MURDER LIAISON OFFICER TRAINING**

A programme for training liaison officers in murder cases will be continued at the Garda College in 2004. Victim support offers a role in the initial training of Liaison Officers in murder cases.

#### **AN GARDA SÍOCHÁNA CHARTER FOR VICTIMS OF CRIME**

The relatively low level of satisfaction with the service to victims is cause for concern and clearly indicates that the Charter for the Victims of Crime is being poorly implemented. Initiatives will be put in place to ensure full implementation. Overall, victim support requires a committed and concerted effort to improve the service delivered.



## STRATEGIC GOAL EIGHT

### PUBLIC ORDER. DEALING WITH VANDALISM. DEALING WITH PUBLIC ANNOYANCES.

#### PRIORITIES OF THE NATIONAL CRIME COUNCIL - PUBLIC ORDER, RESEARCH AVAILABILITY AND CRIME STATISTICS

The recommendations contained in the recent NCC report: 'Public Order Offences in Ireland' are included in this policing plan.

Findings of the Garda Research Unit will be made publicly available.

Recommendations of the expert group on crime statistics will be acted on by An Garda Síochána.

#### DISTRICT PUBLIC ORDER PLANS

Recent increases in recorded levels of public order offences and assaults continue to be a significant cause of concern to the public, to An Garda Síochána, to the Minister for Justice, Equality and Law Reform and the Government. The ongoing need is for visible and targeted policing operations in hot spots of street violence. Each Garda District will assess its public order policing demands and prepare plans to tackle the issues identified. Issues to be targeted include anti-social behaviour and criminal damage. The linkage between excessive drinking and the number of exemptions granted to licensed premises will be examined and assessed. The District plans will incorporate the uniform approach to



enforcing the licensing laws recommended by the *Uniform Approach to Licensing Law Enforcement* and District Officers will participate in a fora of interested parties with representatives of the drinks industry, Fire Officers, Local Authorities and Revenue Commissioners on a quarterly basis. The fora will discuss matters of mutual interest, agree on best practice and provide crime prevention advice where appropriate. District Officers will hold regular meetings with the licensed trade to resolve local issues, to promote the responsible serving of alcohol, and to secure a safe environment for all patrons. The Garda Research Unit will examine mechanisms for measuring and addressing activity levels in relation to public order issues. A store of public order equipment will be available in each Division to facilitate creation of a public order team at short notice.

#### STONE THROWING AT BUSES

Garda districts where this is a recurring problem will through consultation devise the best strategy to combat stone throwing at buses.

#### POLICING THE DART NETWORK

Analysis indicates the DART network provides a corridor for criminal movement through the Greater Dublin Area which needs to be the subject of effective Garda surveillance and action. In 2004 an action plan will be delivered to address the issues associated with the policing of the DART and the suburban rail network particularly in the context of maintaining public order for a better quality of life.

#### PRIORITIES FOR RAIL SECURITY - IARNRÓD ÉIREANN

During 2004 the cooperation existing between An Garda Síochána and Iarnród Éireann to reduce crime on the railway will continue with regular security meetings every two months. There will be a regular presence of uniform Gardaí in Rail Stations and on trains to combat public order incidents and a dedicated Garda unit will be established in 2004.

#### REDUCING PUBLIC DRUNKENNESS AND ENFORCING THE PUBLIC ORDER ACT

During 2004, there will be a specific focus on preventing and prosecuting the selling of alcohol to



intoxicated patrons and permitting drunkenness on licensed premises. The commitment to enforcing the Criminal Justice (Public Order) Act to ensure a better quality of life for the community will continue in 2004. This commitment is linked to our goal of preventing crime by ensuring all available human resources are deployed to provide effective patrolling and a rapid response to emergencies.

#### COMBATING RACIALLY MOTIVATED INCIDENTS

A directive was issued to the Service in October 2002 which outlined the definition of racially motivated incidents and the procedure for recording these incidents on PULSE. During 2004, training and familiarisation in recording amongst Gardaí, and information programmes in the community will see more accurate, usable and useful trends emerging. Analysis of these trends will guide future Garda action to combat racist incidents.



#### GARDA CLOSED CIRCUIT TELEVISION SCHEMES

Garda Closed Circuit Television Schemes (CCTV), as aids to policing, have been introduced in Dublin (North Central), Dublin (South Central), Tralee and Cork City. Subject to the availability of funds, 17 further locations are also set to receive new Garda CCTV systems over the next 2 years. A grant aid scheme has also been introduced by the Department of Justice, Equality and Law Reform to facilitate Community Based Groups who wish to press ahead with their own local CCTV system. Grant assistance of up to €100,000 is, subject to the availability of funds, obtainable from the Department towards the cost of such schemes.

#### FEAR OF CRIME AMONG THE ELDERLY

This performance indicator also monitors progress in the area of the level of fear of crime experienced by the elderly when out and about in public.

#### TRAINING AND HUMAN RIGHTS

1. Develop and action a human rights compliant public order strategy/guidance policy for Garda managers.
2. Provide refresher training for Regional Public Order Units and ensure best practice is maintained.





## STRATEGIC GOAL NINE ENSURING STATE SECURITY

### GARDA COMMITMENT TO MAINTAINING STATE SECURITY

The Minister for Justice, Equality and Law Reform, regards it as a priority for An Garda Síochána to continue their efforts in combating the activities of paramilitary organisations who reject the Peace Process in Northern Ireland and to also continue to develop co-operation with law enforcement agencies in other jurisdictions, in line with international agreements, to help the fight against international terrorism. An Garda Síochána has been very successful and committed to containing the threats to State security.

An Garda Síochána will continue to develop and improve its skills in the area of investigation and detection of subversive type crime, including the activities of terrorist groups whose centre of gravity is not within this jurisdiction. Advances made in the field of intelligence within the service continue to provide greater opportunities for a proactive approach against dissident republican groups. We will continue to intensify our searches for illegally held weaponry and explosives in possession of unlawful organisations; to investigate and prosecute those who set up illegal armies and groups designed to undermine constituted authority; to develop a centre of excellence for the investigation of domestic and international terrorism.

### CO-OPERATION WITH THE DEFENCE FORCES TO MAINTAIN STATE SECURITY

The complimentary roles of An Garda Síochána and the Defence Forces in relation to State Security and to the support provided by the Defence Forces as an aid to the civilian power role, represents a very significant commitment of resources. The Gardaí have primary responsibility in relation to internal security and the Defence Forces are the primary agency for the protection of the State from external threats.

### SECURITY SURVEYS

The Liaison and Protection Section will continue to support An Garda Síochána's contribution to State security by providing surveys in respect of the security of persons and State installations.

### TARGETING UNLAWFUL ORGANISATIONS

An Garda Síochána, through its intelligence gathering activities will continue to target the activities of unlawful organisations within the state and those suspected of links to international terrorism. The investigation of terrorist related crime and prosecution of those involved in activities that threaten the constitutional authorities of the state will remain a priority.

### COMBATING ARMED CRIME

Support of the mainstream policing activities and initiatives to combat armed crime will be provided through the tasking of trained specialist units.



**EU PRESIDENCY SECURITY**

With the EU presidency in January 2004 An Garda Síochána will monitor the activities of individuals and groups, both national and international that may threaten this process through disruptive action. We will provide intelligence for the briefing of members of the Garda Síochána on the level of threat that may exist. In addition the provision of a superior protection service to events, visiting diplomats and heads of state during the period of the Irish presidency will contribute to the maintenance of a secure environment during this important period.

**STATE SECURITY PRIORITIES IN 2004 : FIVE ACTION POINTS.**

In the area of maintaining State security during 2004 our priorities will centre on the following five areas

1. Dissident Subversive Groups and Organised Criminal Gangs. The battle against subversive and organised criminal groups during 2004 will remain focussed through intelligence-led operations. This approach continues to yield excellent results and allows management to utilise the resources of the An Garda Síochána to maximum effect.
2. Ireland's Presidency of the EU. Special attention will be directed to ensuring that Ireland's Presidency of the European Union is not disrupted. Intelligence, from domestic and international sources, concerning the intentions of protest groups campaigning on 'anti-globalisation' and related issues, will be carefully analysed and passed to operational personnel where necessary.
3. Maintaining the effectiveness of our specialist units. The effectiveness of specialist units will be maintained through training and selecting new members.
4. International Co-operation with Police and Security Services. Our participation in Working Groups on Terrorism and Organised Crime within the EU, PWGT and Europol, together with police co-operation groups will continue during 2004. During our presidency of the EU we will chair a number of group meetings on terrorist-related matters.
5. Firearms Licensing policy. Continued assistance will be given to the Department of Justice, Equality and Law Reform in the Firearms Licensing Review being conducted since last year.





## STRATEGIC GOAL TEN

*COMMUNITY SAFETY. WORKING WITH COMMUNITY GROUPS. PATROLS BY CAR OR VAN. PATROLS ON FOOT OR BICYCLE. PATROLS BY MOTORCYCLE. ADVISE BUSINESSES/SHOPS ON CRIME PREVENTION. ADVISE ON PERSONAL SAFETY AND HOME SECURITY.*

### CRIME PREVENTION

The results of the Garda Public Attitude Survey 2003 indicate that crime prevention has moved down the list of priorities for the public to number ten. However An Garda Síochána will remain proactive in this area. Preventing crime, for all, is very much preferable to victimisation and investigation. The National Crime Prevention Office will continue its oversight and co-ordination of crime reduction programmes of all national units and regions.

### ADDRESSING JUVENILE CRIME

The implications for An Garda Síochána in implementing the Children Act, 2001 will continue to be monitored by the Director of the National Juvenile Office. The Restorative Justice Programme will be further rolled out during the year through specially trained Garda Juvenile Liaison Officers. Implementation will speed up in 2004. The work of the Garda Special Projects will be assisted by a database, training packages, new guidelines and re-focusing of objectives.

### VETTING

We will ensure that requests for vetting of staff who work with children or vulnerable adults are prioritised by the Central Vetting Unit, and implement the recommendations of the working group on vetting.

### SECURE DIGITAL RADIO NETWORK

The rollout of the Secure Radio Network for the Dublin area was fully operational in 2003. The new secure national digital radio network will be extended nationwide on a phased basis subject to funding.

### GARDA MOUNTAIN BIKE UNIT

Following the successful operation of pilot programmes for the Garda Mountain Bike Unit in two locations in Dublin, and their success in preventing crime and disorder, new units were established in a further six urban locations in Dublin, Galway, and Limerick. This successful concept will be further expanded in 2004.

### IMPROVING GARDA VISIBILITY

To improve Garda visibility the optimum numbers of Gardaí will be made available for operational duties. Civilianisation of some Garda posts will increase our street preventative strength. The implementation of Community Policing and Neighbourhood Policing systems will be reviewed to ensure there is greater Garda visibility on foot patrols. Absenteeism levels have a negative impact on Garda availability for duty and in 2004 the results of study of absenteeism completed at the end of 2003 will establish ways of ensuring optimum availability levels.



**SCHOOLS PROGRAMME**

A Schools Programme for Transition Year students in second level schools will be implemented. This will highlight drugs awareness and road safety.

**RAPID - REVITALISING COMMUNITY-LED INITIATIVES**

The RAPID (Revitalisation of Areas by Planning, Investment and Development) Programme will continue to be supported in 2004 to assist urban areas with the greatest concentration of disadvantage. Garda Special Projects will be supported in 2004 to assist specific areas with the greatest concentration of young people at risk. Neighbourhood Watch and Community Alert schemes will be supported in each Garda District. The frequency and quality of contact between coordinators and participants will be improved. Policy in relation to community led crime prevention initiatives such as Community Alert and Neighbourhood Watch will be revised with the emphasis on communication with the local community. In addition, there will be a nationwide drive to revitalise dormant Neighbourhood Watch and Community Alert schemes and introduce schemes to new areas. The Garda Community Relations Section will continue to develop the "Challenge for the Future" concept to place Neighbourhood Watch on a more structured basis nationally, and will implement the three-year plan for the development and enhancement of Community Alert. 'Hospital Watch' will be expanded to prevent crime, with increased patrols of hospital grounds, and prioritised response to hospital calls.

**COUNTY AND CITY DEVELOPMENT BOARDS - ACTIVE GARDA SUPPORT**

**An Garda Síochána will continue to actively support County and City Development Boards (CDBs).**

**CDBs 2004 priorities for safer communities and community policing – our response. County Development Boards in every county and city were consulted in the drafting of Policing Plan 2004. Their priorities have been inserted in every goal in this plan. Many of the CDB proposals are innovative and will contribute to improving community safety in the years ahead. The section on policy reviews at page 52 also contains some CBD proposals.**

**The broad thrust of CDB input highlights community safety, community policing, and key local policing and safety issues. This provides a very welcome insight for An Garda Síochána. The identified priorities that are national in nature have been included under the appropriate goal in this policing plan; local priorities will be acted upon by Divisional Chief Superintendents and Superintendents in their Divisional and District Policing Plans.**

**RECOGNISING THE VALUE OF COMMUNITY POLICE.**

A submission to this policing plan contended that the recognition of this value includes minimising the amount of transfers of community Gardaí, the establishing of a career path in the area of community policing, nominating the Community Liaison role as a specific unit within the Garda service, and building a career structure around it.

An Garda Síochána, in reply, says it is very aware that communities and community groups all over Ireland prefer to work with Gardaí they know well and that a succession of new Gardaí working in a community can disrupt what has been an excellent working relationship. Most transfers in An Garda Síochána are sought by individual Gardaí to meet housing, educational, social or other needs, while many more are consequential to promotion. Transfers are costly to An Garda Síochána and are not initiated lightly. A key reason so many community Gardaí do so well in that role and function is the wealth of experience they bring to the task. That wealth of experience must be developed and built up and can only be maximised by a cross-fertilisation of learning and experience in several roles and functions.



### CRIME PREVENTION

The National Crime Council's Crime Prevention Strategy proposes a local inter-agency and inter-sectoral partnership structure to address crime prevention. Gardaí will provide the framework for co-ordination of crime prevention initiatives. Establishment of local crime partnerships with agreed inter-agency action plans will be a key focus in 2004.

### LIAISON WITH THE NATIONAL CRIME COUNCIL

All of the elements of the recommendations (below) in relation to the Commissioner's Annual Report contained in the National Crime Council's "*Crime in Ireland*" report will be implemented in 2004 in so far as resources permit. Research findings are and will continue to be shared.

- "The PULSE system must be capable of responding to the needs of the research community, within the laws on data protection and the rights of individuals to confidentiality, and for this to happen researchers must have a better understanding of the capabilities of PULSE. There must be transparency in how crimes are recorded and the new crime series – headline and non-headline offences – offers a unique opportunity to explain the rationale for the new categories in the Commissioner's Annual Reports. The Council will welcome the inclusion of as much explanation as possible on the constituent elements of each of the new groupings.
- Good planning of services to an area will greatly benefit if agencies can make available data at a local street/area level, based on the same boundaries. At present agencies operate using different boundaries and therefore comparison of the level or take-up of services is not comparable. Targeting local problems in a partnership forum would benefit if data from a cross-section of agencies (including An Garda Síochána) working within the community were comparable. The 'fear of crime' might also be lessened if people within a small catchment area could be provided with statistics relevant to their particular area (crime mapping).
- The request for information on crime trends (for a comparable set of offences) is now increasing with numerous requests from various European and other for a. Future developments in the PULSE system must take account of this emerging trend. It may also be the case that in future years Ireland may decide to participate in the International Crime Victimization Survey (ICVS) and, again the question of comparability of crime classifications would come into focus. The next tranche of ICVS will take place in 2004.
- The Council believes that the results of research into crime should, where possible, be published. We note the ongoing work programme of the Garda Research Unit and value their assistance to us. We would urge that consideration be given to publishing the results of the research undertaken by the Unit which does not deal solely with operational issues. Sharing research findings to the greatest possible extent can make for better planning and delivery of services by all agencies charged with delivery of services into a region, a local community or contributing to 'best practice' in a more general way".



## STRATEGIC GOAL ELEVEN

### PROVIDING EXCELLENCE IN IMMIGRATION SERVICE

### ENFORCING IMMIGRATION LAWS

#### **GARDA NATIONAL IMMIGRATION BUREAU**

The priorities of the Minister for Justice, Equality and Law Reform include continued combating of illegal immigration through; the co-ordination of Garda operational strategies at points of entry into the State supported by the deployment of additional resources, in particular at Dublin Airport and on the land border with Northern Ireland; the successful enforcement of an increased number of deportation orders; the implementation of effective strategies to combat trafficking in illegal immigrants, including international operational liaison and, in particular, the establishment of a team of officers whose primary function is to liaise with immigration authorities and airlines in other jurisdictions; the provision of a non-national registration service (the Immigration Registration Office) and the enforcement of immigration law generally. The Garda National Immigration Bureau will strive to provide a top quality service to persons visiting our offices for the purpose of registration under the Aliens Act, to decrease waiting times to a minimal; and eliminate the need for queuing. In this regard, it should be noted that the average queuing time is now only 25 minutes.

The computerised system increases the effectiveness of immigration control at frontiers of the State and reduces waiting time. Staff of the Garda National Immigration Bureau has increased the level of co-operation with international immigration enforcement agencies leading to a reduced number of inadmissible non-nationals arriving at frontiers. Deportation Orders enforcement will be more effective through the use of Garda and GNIB computer systems and increasing awareness amongst members of An Garda Síochána in general.

The Bureau will provide an ever-improving service to our Garda customer base in the enforcement of immigration law. All these services will be provided in a caring, humanitarian manner taking into account that the enforcement of immigration law can often be very stressful and upsetting to those against whom it is being enforced. Respect for individuals and their rights is a key value.

#### **GARDA NATIONAL IMMIGRATION BUREAU INFORMATION SYSTEM**

The system provides electronic registration cards thus ensuring an improved service to customers. The system has been upgraded to a full solution at the new Garda National Immigration Bureau offices at Burgh Quay, Dublin and other centres throughout the State. This will provide a more effective immigration service in 2004.

#### **POLICING DIVERSITY**

The Garda Racial and Intercultural Office has been provide with added functionality, including provisions for liaison, training, research and administration functions so that the services provided meet the needs and expectations of everyone who contacts us in 2004.





## STRATEGIC GOAL TWELVE

### THE IRISH PRESIDENCY OF THE EU IN 2004.

PROVIDING POLICING LOGISTICS, SECURITY AND SUPPORT.  
ASSISTING IN ACHIEVING EU AND GOVERNMENTAL OBJECTIVES  
OF THE JUSTICE AND HOME AFFAIRS POLICY AGENDA DURING  
THE PRESIDENCY.

#### IRELAND'S PRESIDENCY OF THE EU IN 2004

Ireland holds the Presidency of the European Union for the first six months of 2004. In 2002 the International coordination Unit (ICU) was established to replace the EU coordination Unit. This unit is responsible among other things for the collection, analysis and dissemination of information for the purpose of servicing Garda personnel attending at EU working group meetings. This role is especially important during the Irish Presidency of the EU as An Garda Síochána participates fully in the activities of the Justice and Home Affairs area in conjunction with their colleagues in the Department of Justice, Equality and Law Reform. The ICU will also liaise with similar units in the Member States who hold the Presidency before and after Ireland to ensure a co-ordinated approach and the smooth hand-over of issues not fully completed during the Irish Presidency.

Senior management in An Garda Síochána form part of the Irish delegations at many Working Groups and are the sole representatives at others. During the Irish Presidency these personnel will in some cases chair these working groups and in others share or support the chair with a representative from the Department of Justice, Equality and Law Reform.



Source: European Commission Audio Visual Unit

#### GARDA PRESIDENCY WORKING GROUP

A Steering Group, the Garda Presidency Working Group (GPWG) was established under the chairmanship of Deputy Commissioner Peter Fitzgerald, SRM as part of An Garda Síochána's preparation for the Presidency. It was decided by this working group that ICU would be the central co-ordination point for An Garda Síochána during the Presidency.

The GPWG examines policy and logistical issues as well as issues regarding costing, personnel, resources and training which will have a huge bearing on the smooth, secure and successful running of the Presidency. The role of the group was determined and the main areas that had to be planned for were identified as follows:

1. Policy issues - priority issues for the Gardaí vis-à-vis those of the Department of JELR and the Government; Working Groups and who would represent the Gardaí, as well as the chairs of the various groups.
2. Security in relation to the Presidency meetings - equipment, funding, purchasing, personnel, identification of location of meetings.

The GPWG comprises representatives from Strategic & Resource Management (SRM), National Support Services, Crime & Security, Liaison & Protection, Finance, Dublin Metropolitan Office and





the International Coordination Office (ICU). The ICU was tasked with providing a secretariat for the working group. The GPWG meets on a regular basis to discuss and address all issues pertaining to the Presidency.

### **EU WORKING GROUPS**

The EU Working Groups are policymaking committees in the European Justice and Home Affairs Areas.

The ICU provides briefing material for the Multidisciplinary Groups (MDG) on Organised Crime and the Police Cooperation Working Groups (PCWG) which meet monthly in Brussels. This involves receipt of agendas, obtaining relevant documents, analysis of these documents and preparation of briefing notes for the officers attending the meetings. The unit also tracks issues across the various working groups and keeps delegates and senior management apprised of developments. Currently Garda personnel participate in over thirty Working Groups. Some of these groups meet on a monthly basis and some meet only once during each Presidency.

The ICU is also tasked with providing briefing material for a number of other working groups that officers of An Garda Síochána attend such as Chiefs of Police Task Force, and the Horizontal Drugs Group. In addition the unit liaises with the personnel working in Garda areas of the Department of Justice, Equality and Law Reform who also attend at Working Groups. The ICU has participated in meetings involving other delegations, current and future holders of the Presidency as well as the Commission and the Council Secretariat of the EU. The Unit is responsible for monitoring all working groups, which are attended by Gardaí in Brussels, The Hague and elsewhere.

### **PROTECTION OFFICE**

The Protection Office at Crime & Security will play a major role in coordinating and overseeing security measures during Ireland's Presidency of the European Union. The office is continually involved in liaising with Government Departments and the Office of Public Works. This office will be responsible for co-ordinating Garda action in relation to public figures at the various European Union meetings being hosted throughout Ireland during the Presidency.



## STRATEGIC GOAL THIRTEEN

*MANAGING CHANGE, IMPLEMENTING THE PROVISIONS OF THE GARDA SÍOCHÁNA ACT, IMPLEMENTING SMI PROJECTS, IMPROVING SERVICE QUALITY, COMPETENCE DEVELOPMENT FOR PERFORMANCE, INCREASING TRAINING, IMPROVING THE GARDA WORK CLIMATE, IMPLEMENTATION OF THE DECLARATION OF PROFESSIONAL VALUES AND ETHICAL STANDARDS*

### SCHENGEN

Phase II will commence once the RFT has been issued and the preferred supplier has been selected for the actual implementation of the SIS with An Garda Síochána. This will be a significant project posing challenges ranging from the integration into PULSE to training and development of personnel to construction work on a new building at Garda HQ during 2004.

### INTERPOL

Access to Interpol was upgraded in 2003 and this has provided us with the opportunity of extending this system to specialised sections within An Garda Síochána. This is currently under review and service should be available to other sections in early 2004.

### EMAIL

Service wide email will be made available in 2004 providing an additional means of communication for the public to contact members of the service.

### JUVENILE LIAISON OFFICE (JLO)

Due to critical nature of the information available on the JLO system it has been decided to increase the functionality of this system. It is planned within the IT Strategy that the JLO will be incorporated within PULSE. The planned upgrade will ensure that the current data can be easily migrated to PULSE when required.

### WITHIN THE PROJECT CO ORDINATION OFFICE : DEVELOPMENT OF THE GARDA IT STRATEGY 2003-2007

- Develop a coordinated approach to delivery of IT Projects in a multi-project environment
- Continue to develop and implements planned IT Projects
- Continue to keep abreast of leading edge technology through participation in training and education in 3rd level colleges and through exchange of IT related developments with other police organisations.
- Continue to support the investigation of crime globally through participation in the development implementation and support of Information Systems (IS) such as Europol, Schengen and Interpol.

### WITHIN IT OPERATIONS AND SECURITY.

- Implement a data connection mechanism to Government agencies to support the data needs of IT projects including FCPS and FMS project in 2004.
- Completion of a national PULSE user access audit in 2004 for IT services provided by IT Centre. This will ensure that all access to PULSE is reviewed.

### CHANGE MANAGEMENT SECTION WORK IN 2004

Considerable work has being completed to date on the development of the National Fixed Charged Processing System. This system is due to be piloted in 2004. Change Management are currently developing a media/external communications strategy to give members of the public sufficient understanding of the changes that are envisaged from the following drivers;



- The new road traffic legislation and the associated manual fines
- Penalty points system and
- The new Fixed Charged Processing System.

This strategy addresses at a high level the types of messages to be delivered, the personnel to deliver the messages, the timing of the messages, communications channels, the target audience, feedback mechanisms, and communications effectiveness. The suggested communications channels include, Radio, Press, TV, Local Newsletters, Posters, electronic bulletin boards in towns and cities etc. Garda Change Management Section believe that this 2004 policing plan will be a powerful driver in ensuring that a national concerted effort is made to build public awareness and appreciation of the role of the FCPS in reducing fatalities and creating a safer motoring environment.



Under the overall road safety and traffic enforcement strategic goal Garda Officers, in 2004 will be required to report on the level of activity conducted by their members in promoting public awareness and understanding of the impending changes associated with the above drivers.

**THE GARDA CHANGE MANAGEMENT SECTION OBJECTIVE FOR 2004 IS TO FACILITATE ORGANISATIONAL DEVELOPMENT THROUGH CHANGE AND INNOVATION IN THE FOLLOWING WAY.**

The Corporate Strategy 2002-2004 of An Garda Síochána under corporate behaviour standards iterates that an acceptance of change is part of the mission framework of An Garda Síochána. The desire of An Garda Síochána to facilitate organisational change and innovation is evidenced by its commitment to many police related projects including IT Projects such as;

- PULSE, the Garda information system
- GNIB, the Garda National Immigration Bureau
- FCPS, the Fine Collection Processing System, and
- CAD, the Computer Aided Dispatch Project.

The core enabling strategies that will convert strategic planning into real time action and maintain the momentum for change are leadership, support and sponsorship of the change initiatives already proposed or underway e.g. PULSE, SMI and Data Quality Control.

Results sought in 2004 is that significant and quantifiable service level results will accrue to An Garda Síochána and to the community we serve in areas of PULSE, SMI and Data Quality. The requirement and necessity for the proposed SMI change initiatives will be apparent to the wider organisation. Responsibilities of members of all ranks in relation to data quality is essential.

**GARDA CHANGE MANAGEMENT OBJECTIVES 2004.**

1. Communicating Change and promoting buy-in.
2. Managing the Change Process
3. Implementation of Pulse, Release 2
4. Implementation of Pulse On Line Messaging
5. Monitor the Pulse Merge Process
6. Implement the Fixed Charges Penalty System
7. Manage the change processes associated with the Schengen Project.
8. Manage the Change process associated with the Strategic Management Initiative
9. Facilitate organisational Change
10. Support the Pulse Quality Board
11. Develop an organisational support service to facilitate change.

**CHANGE AND MODERNISATION UNDER SMI : THE MINISTER'S AND GOVERNMENT'S VIEW**

The underlying purpose of the programme of change and modernisation under SMI is to enable the



Garda Síochána to perform to the highest level, in accordance with best policing practice and utilising available resources to best effect. The Minister for Justice, Equality and Law Reform attaches a strong priority to high visibility policing as a key element of good policing practice.

#### **PULSE QUALITY BOARD**

A Pulse Quality Board was established in May 2003 under the chairmanship of Assistant Commissioner Strategy and Services to oversee the management of data quality on the Pulse system. Currently there are ten systems areas on the Pulse system and a further nine system areas added under Release 2. As we move into 2004 all of the core operational policing functions will be conducted on line adding increased importance to the need for a pro-active data quality management and measurement strategy. This issue will be further escalated with the future roll-out of the Schengen project. At that point our Pulse data will be exposed to a broader European information network. To promote a pro-active approach to the management of Pulse data quality performance will be delivered consistently throughout 2004.

#### **NATIONAL JUVENILE OFFICE – NEW COMPUTER SYSTEM**

A new computer system will be introduced in January 2004 in the National Juvenile Office. The new system will incorporate a complete update of all recording methods used to record data relating to the Juvenile Diversion Programme. It will allow the recording of data relating to Restorative Justice cautions and family conferences as prescribed in Part 4 of the Children Act 2001. A target date of March 2004 has been set to review complete administration process with a view to updating, streamlining and standardising all office procedures, forms and records.

#### **JUVENILE DIVERSION PROGRAMME AND RESTORATIVE JUSTICE**

The national roll out of the Restorative Justice Programme as envisaged in the Children Act 2001 will continue to be developed and monitored by achieving these 9 milestones.

1. Support Juvenile Liaison Officers by way of additional training and skills to enable them to deliver a quality service to offenders and victims of juvenile crime.
2. Mediation training will continue for all juvenile Liaison Officers with a view to having all Juvenile Liaison Officers receive 60 hours of training and attain level 1 Mediation standard by Summer 2004.
3. Training in principles of Victim Offender Mediation will continue with a view to having all Juvenile Liaison Officers trained by Summer 2004.
4. Produce 3 information leaflets on the principles of Restorative Justice. It is envisaged that there will be a separate leaflet especially designed for the victim, the offender and the detecting Garda. Target date for distribution April 2004.
5. Develop new policy document relating to the Juvenile Diversion Programme and Restorative Justice. Target May 2004.
6. Develop new guidelines regarding Diversion Programme and Restorative Justice. Target May 2004.
7. Review and update Garda Code relating to Juvenile Offenders.
8. Continue to raise awareness of the Diversion Programme both internally and externally.

#### **GAY LIAISON : EIGHT ACTION POINTS FOR 2004**

1. Build on the contact that exists between the Gay, Lesbian and transgender community by supporting the work of the Gay Liaison Officers throughout the country.
2. Develop the role of the National Advisory Panel established to advise the Gardaí on matters relating to Gay related issues.
3. Produce a Crime prevention/personal safety advice leaflet for Gay men and Lesbians. Target Date April 2004.
4. Report on research into Garda relationships with Gay community. Target Spring 2004.
5. Develop a training module in Garda College relating to Gay issues.
6. Continue to raise the awareness within the organisation of the role of the Garda Gay Liaison Officer and the various needs of Gay men and Lesbians in regards to the delivery of a police service.
7. Develop the role of the 15 Garda Liaison officers and
8. hold one-day seminar for representatives of the Gay community and the Garda Liaison Officers.





#### **GARDA YOUTH DIVERSION PROJECTS : SIX ACTION POINTS FOR 2004**

1. Continue to develop the role of the Office in establishing a strong Garda identity in the Projects and the alignment of Garda policies and objectives with those of the projects.
2. Develop a Garda training seminar for all project coordinators, apart from training programmes of employing organisations. If approved, seek agreement of employing organisations and implement programme.
3. Ensure that all approved inputs to training and education programmes are delivered.
4. Develop new administration and reporting procedures and disseminate to all projects by February 2004 and ensure compliance. Set up new database.
5. Carry through the set-up of the National Advisory Committee by March 2004.
6. Assess the requirement for and timing of a Conference, plan and submit proposals as necessary

#### **SCHOOLS PROGRAMME OFFICE : SIX ACTION POINTS FOR 2004**

1. Continue to support, deliver and monitor the Garda Primary Schools Programme.
2. Deliver training to support new Garda primary schools video and booklet.
3. Develop the role of Divisional Schools Liaison Inspectors with a view to achieving a greater level of delivery of the Garda Schools Programme into Schools.
4. Support and deliver roll out of training programme for Gardaí tasked with delivery of the S.P.H.E. secondary schools programme to junior cycle.
5. Develop S.P.H.E. secondary schools programme for senior cycle. Target date September 2004.
6. Develop Road Safety programme for transition year students and training programme for implementation. Target September 2004

#### **COMMUNITY RELATIONS PROJECTS SECTION.**

##### **COMMUNITY ALERT**

The three year plan is now in place. Community Relations will continue to liaise with Muintir na Tire in the operation of the three year plan to develop and enhance Community Alert. Community Relations will develop a policy proposal aimed at achieving a more cohesive structuring of Neighbourhood Watch.

##### **CAMPUS WATCH**

Community Relations will develop information resources aimed at supporting the expansion of Campus Watch schemes in colleges and institutions not presently covered by these schemes. We will continue to support existing schemes.

##### **HOSPITAL WATCH**

Community Relations will continue to support the establishment of Hospital Watch schemes throughout the regions through the dissemination of good practice on the setting up and operation of such schemes.

##### **CRIME PREVENTION**

1. The National Crime Prevention Office will further develop and support Divisional Crime Prevention Officers in the analysis of crime data recorded on PULSE with a view to producing crime reduction/prevention strategies. Crime Prevention Officers will be required to work closely with collators in this regard.
2. The National Crime Prevention Office will continue to develop the 'Crime Prevention Through Environmental Design' service and will focus this resource in the roll out of the National Spatial Strategy. Garda representatives on City/County Development Boards will be required to support this approach.





3. The National Crime Prevention Office will support the development of the National Crime Prevention Strategy as proposed by the National Crime Council. This will be achieved through utilising the National, Regional and Local crime prevention structures currently in operation within An Garda Síochána.

#### **GARDA RACIAL AND INTERCULTURAL OFFICE (GRIO)**

The GRIO will continue its development with the introduction of new personnel and the further evolution of functional areas within the Office. Policy development, training and education and interface with minority communities are the main such areas.

#### **ETHNIC LIAISON OFFICERS**

Garda Community Relations will conduct a needs analysis of Ethnic Liaison Officers, arrange for the appointment of such officers where required and devise support structures through training and the provision of resource material.

#### **YOUNG PEOPLE AT RISK**

Garda Community Relations Section will coordinate participation in an integrated support system for young people to combat early school leaving, substance abuse, mental health, suicide, offending, homelessness, child abuse and un-supportive families.

#### **YOUNG PEOPLE AND CRIMINAL BEHAVIOUR**

The BLOCK project will continue in 2004.

#### **CENTRAL VETTING**

Central vetting will enhance the Garda clearance system.

#### **IMPROVING SERVICE QUALITY**

Regular In-Service Training for all members, including Inspectors and Superintendents, will be provided.

#### **DIVISIONAL AND DISTRICT STRATEGIC GOALS**

Four local-specific goals should be prioritized in each division and in each district, with divisional and district officers having autonomy over same vis-à-vis implementation and achievement.

#### **DIFFERENCE BETWEEN NATIONAL AND LOCAL PLANS**

Local plans should prioritise local priorities while it also fosters national objectives.

#### **MEDIA RELATIONS**

An Garda Síochána will nurture its relationship with local media at local level.

#### **COMMUNITY GARDAÍ AND THE ELDERLY AND PEOPLE WITH SPECIAL NEEDS**

Elderly citizens and people with special needs will be visited on a regular basis.

#### **INCREASED FOOT PATROLS**

An Garda Síochána will maximise presence of Gardaí on foot in the community, particularly at night time. Increased visibility and presence of Garda patrols at night is greatly valued in every community and local policing plans will maximise Garda presence.

#### **IN-SERVICE TRAINING**

In-Service Training will arrange joint training programmes with health boards, and other agencies. Increased personnel will be provided to develop the student assessment programme.

#### **STRATEGIC CONTROL AND PERFORMANCE MANAGEMENT**

A strong focus on a performance measurement system in the PP 2004 is a key objective. A strategic control system to support strategic management, focus on implementation of Garda Strategy and motivation of staff is a key requirement.



**IMPROVE EFFECTIVE HRM POLICING MEASURES IN 2004**

1. Improve professional standards regarding file preparation and submission through training.
2. Establish targets for reducing sickness absence.
3. Provide dedicated training for members in the investigation of organised crime, including financial / subversive and ordinary crime.
4. Ensure all members perform effectively to a set target in each Garda District of increasing the number of offences brought to court.
5. Continue the ongoing process of modernising internal human resources.

**2004 RESPONSE BY AN GARDA SÍOCHÁNA TO PRIORITIES OF THE COURTS SERVICE – COMMUNICATIONS AND SECURITY**

E-mail communication between An Garda Síochána and the Courts service will, in 2004, greatly help to improve communications, and will assist in recall of warrants.

An Garda Síochána will serve 90 per cent of all summons received for service in 2004.

An Garda Síochána will ensure that Garda members appear when the case is called, and that 90 per cent of witness summons are served.

Court Presenter system works well and will be extended.

Steps will be taken to improve the fine collection rate to improve the deterrent effect of the prosecution process.

Garda Members will be encouraged to apply to have estreatment warrants converted to penal warrants.

Gardaí will keep their own records of adjournment dates etc.

**GARDAÍ ON THE GROUND**

In 2004 more will be done to include members on the ground in decisions, to enhance health and safety, and organisational morale.

Garda telecoms, fleet management, housing and project management : 44 action points for 2004

An extensive and specific range of action points will progress project management, telecoms advances, housing improvements and fleet management throughout 2004. Table 1 details these.

**TABLE 1 GARDA TELECOMS, FLEET MANAGEMENT, HOUSING AND PROJECT MANAGEMENT : 44 ACTION POINTS FOR 2004**

<b>FLEET MANAGEMENT SECTION 2004 : 13 ACTION POINTS</b>	<b>TELECOMMUNICATIONS OPERATIONS SECTION 2004 : 7 ACTION POINTS</b>
<ol style="list-style-type: none"> <li>1. Purchase of Vehicle Fleet for 2004.</li> <li>2. Review developments regarding the present contract for the supply and fitting of equipment to bring official vehicles up to operational standards.</li> <li>3. Monitor Fuel contract using charge cards.</li> <li>4. Monitor Tyre contract.</li> <li>5. Set up Towing contract.</li> <li>6. Set up Auction contract.</li> <li>7. Review all contracts currently in place in Fleet Management section and their operation.</li> <li>8. Examine the feasibility of putting contracts in place for local servicing.</li> <li>9. Develop Vehicle allocation formula and implement mileage ceiling for Official Vehicles.</li> <li>10. Monitor and implement as necessary the progression of the R.F.T. for the outsourcing of the maintenance of Official Vehicles.</li> <li>11. Examine the Safety of Official Vehicles as a place of work.</li> <li>12. Implement new initiatives in the Garage to deal with staff levels and work now being undertaken in the Garage.</li> <li>13. Constantly review and monitor specifications for vehicles purchased.</li> </ol>	<ol style="list-style-type: none"> <li>1. Allocation of new radio stock to support existing radio network.</li> <li>2. Upgrade of downlink communications for the aircraft.</li> <li>3. Provide enhanced services for handling of video evidence at Regional and Divisional Level.</li> <li>4. Continue replacement strategy for stayed pole masts with towers.</li> <li>5. Upgrade to mobile communications coach.</li> <li>6. Implementation of new maintenance agreement for the voice and data communications infrastructure.</li> <li>7. Upgrade of communications infrastructure at Three Rock and Saggart Sites.</li> </ol>

**PROJECT MANAGEMENT SECTION 2004 : 9 ACTION POINTS**

1. Progress Roll out of National Digital Radio Project Countrywide.
2. Progress installation of CCTV Systems in 11 town centres.
3. Initiate a programme for replacement of PACB Units at rural Garda Stations.
4. Research and forward recommendations for suitable replacement for secure telephone network.
5. Provide an efficient and secure network platform for Schengen FCPS & other I.T. Strategies.
6. Pilot Installation of WAN Network bandwidth reduction equipment in order to reduce annual rental costs.
7. Research and recommend effective panic alarm system for installation in Garda Station Public Offices.
8. Liaise with Dept. and OPW to effectively project manage any proposal for mast sharing facilities at Garda Stations.
9. Progress provision of a central CCTV monitoring facility for Dublin.

**HOUSING SECTION, 2004 : 15 ACTION POINTS**

1. Schengen Project. Completed in 2004.
2. Disaster Recovery Unit. Completed in 2004.
3. Atkins Report. Pilot Project in progress by the Office of Public Works.
4. O'Dwyer Jones Report. Report still awaited from Office of Public Works.
5. Bantry. Contract placed.
6. Ballina. Contract to be placed by Office of Public Works end of 2003 / early 2004.
7. Claremorris. Temporary accommodation acquired.
8. Ballyshannon. Office of Public Works evaluating tenders.
9. New Ross. Contract placed.
10. Ballymun. Sketch Scheme awaited.
11. Dundrum. Identify and acquire site.
12. Tallaght. Sketch Scheme awaited from Office of Public Works.
13. Mallow. Awaiting Minister's decision to move Divisional Headquarters to Mallow.
14. Mill Street. Awaiting developments from Office of Public Works on negotiations with Galway City.
15. Kill-O-Grange. Office of Public Works to bring to Sketch Scheme stage.

**TABLE 2 EDUCATION AND TRAINING DELIVERY FOR 2004**

1. Develop and deploy the Senior Executive Leadership Programme within An Garda Síochána.
2. Conduct an evaluation of the E. F. Q. M. Excellence Model at the Garda College and DMR South Central Division
3. Develop a Knowledge Management Quality Assurance Model for inclusion and implementation across the PULSE System.
4. Address the areas for improvement identified in the Garda Public Attitude Survey 2003
5. Advance and monitor the establishment and working of District Customer panels
6. Devise and implement a divisional training programme for Garda representatives on District Customer Panels
7. Publish a Garda Charter for Victims of Crime.
8. Complete the delivery of the five-day human rights, anti-racism and ethics training course for all Garda Teacher/Trainers
9. Develop an awareness training programme for Garda Teacher/Trainers on the Garda Declaration of Professional Values and Ethical Standards.
10. Continue to provide training/education of Student/Probationers to meet targets set for recruitment in 2004.
11. Progress the full implementation of the Keating Report on Student/ Garda Education/Training Programme
12. Continue to provide driver training in all classes of vehicles
13. Review the training programme for Detective Gardai
14. Evaluate the Certificate in Training and Education as piloted in 2003 for Garda Teacher/Trainers
15. Deliver the Continuous Professional Development Programme 2003/2004 to members of Garda and Sergeant including inputs of a non-legislative nature such as Family Friendly/Work life Balance, Schengen/Europol/Interpol
16. Develop and implement Continuous Professional Development Programme for personnel attached to specialised units
17. Research distance learning programme for In-Service Training
18. Develop a training and development strategy document in accordance with the recommendations of the Garda Management/In-Service Training Report.
19. Continue the development and implementation of the recommendations of the SMI Garda Management/ In-Service Training Report.
20. Deliver the training requirements for the National Fixed Charges Processing System.
21. Deliver training requirements for TETRA
22. Progress the delivery of PULSE Release 2 training
23. Provide PC Skills training throughout the organisation.



#### **QUALITY SERVICE**

Confidentiality and sensitivity were emphasised in the Customer Service Charter. Findings in public attitude surveys indicate that An Garda has significantly improved in these areas since the Charter was published. The Garda Quality Service Bureau will survey these two key aspects in 2004 and bring forward proposals for further improvement.

#### **GARDA ALLOCATIONS**

When Garda station hours in quieter stations are reduced to improve the service in busier stations this is termed down-grading by many local representatives. It is not down-grading. It is making the most effective use of Garda resources, matching strengths with needs and cutting out waste. Divisional Officers in every Garda division, guided by the GERM allocation model, allocate their resources to meet current emerging needs. This will continue in 2004.

#### **RECRUITMENT**

An Garda Síochána will recruit 342 more Gardaí during 2004, to meet the Government target of 12,200 by the end of 2004.

#### **GARDA PROMOTION COMPETITIONS**

During 2004 the new competency based promotion system will be introduced. A training package will be prepared for delivery to participants and assessors for the new promotion system and training will be provided for interview panels.

#### **ASSESSMENT OF PERFORMANCE INDICATORS**

Inter-divisional comparisons will take account of resources available to reflect accurately crime and offence patterns.

##### **Working with County and City Development Boards**

Divisional Officers will work with the county/city development boards to develop area specific indicators as part of an ongoing process to update county/city profiles.





### PUBLIC ATTITUDE SURVEYS

Public attitude surveys are very open-ended and are not confined to commenting on existing policing services. The proof of this is that, since 1994, the priority of "youths racing around in cars" has climbed from the open question "what other priority do you have" to being the number one priority in 2003. In the 2004 Public Attitude Survey more open-ended categories will be provided.

### ADDRESSING NEGATIVE FINDINGS OF THE GARDA PUBLIC ATTITUDE SURVEYS 2002 AND 2003

The Garda Public Attitude Survey presents valuable information for decision making as we go forward. In 2004 the Garda Research Unit will undertake an examination of the negative findings of the survey and present proposals to attain improvements in areas of Garda service where the public expressed dissatisfaction. Some of the key areas to be addressed include a low victim support referral rate of only 6 per cent, the level of reported unacceptable behaviour by Gardaí, low levels of satisfaction among young members of society, and the number of respondents who did not report incidents because they felt the crimes were "not serious enough".

### DISTRICT CUSTOMER SERVICE PANELS

The continued development of District Customer Service Panels will be prioritised in PP 2004.

### INCREASED GARDA VISIBILITY

The more widespread use of single occupancy patrol cars will increase Garda visibility on the streets and improve speed of Garda response. Consultation with representative associations will take place in 2004 to arrange a pilot of this.

### QUALITY SERVICE

A Project team implemented the Garda Service Excellence Model (GSEM) during 2003. The Strategy Document for the pilot schemes in Dublin Metropolitan Region (South Central Division) and the Garda College facilitates senior management in implementing the European Foundation for Quality Management (EFQM) Model. The pilot schemes have produced excellent quality dividends and are currently being thoroughly reviewed and evaluated and we will build on this experience in 2004. The entire concept of delivering a quality service will be further examined during 2004. The Quality Service Initiative and the Quality Service Action Plan promote the ethos of continuous improvement but the present structure, based on Divisional Customer Panels, can be improved. Quality service structures will be devolved to



District level whereby the District Officer, with members of their own District Force, can establish District Customer Service Panels. This will allow a more focused assessment of local service requirements, achieve more consultation, and provide for a more cohesive partnership between the Gardaí and the local population in addressing local policing issues.

### PRIORITIES OF THE NATIONAL CONSULTATIVE COMMITTEE ON RACISM AND INTERCULTURALISM.

1. An Garda Síochána will provide disaggregated data pertaining to racial violence.
2. An Garda Síochána will include questions regarding racial violence in its large surveys.
3. Anti-racism and intercultural awareness training/strategies will be incorporated into all parts of An Garda Síochána.
4. Existing policies regarding racism etc. will be reviewed.
5. An Garda Síochána will adopt a holistic approach to dealing with racist incidents.
6. A renewed focus on quality customer service and in-service training will mark 2004.
7. An enhanced role for and support of Garda Ethnic Liaison Officers will be provided in 2004.





8. All policies regarding racism will be gender proofed in 2004.

Significant progress in many of these priorities has already been achieved by An Garda Síochána. The Garda Racial and Intercultural Office and the Human Rights Office will bring forward proposals to action aspects that require attention.

#### **TRAINING FOR A MORE MULTICULTURAL SOCIETY. TRAINING IN 2004 THAT WILL**

- Include human rights training, anti-discrimination and diversity training.
- Provide training to cope with stress and the promotion of inner harmony.
- Provide refresher courses for Garda staff on a regular basis regarding how to deal effectively with young people.
- Provide training courses to Garda staff on a regular basis regarding how to deal effectively with foreign nationals.
- Provide further training in dealing with non-nationals and multi-cultural society.

#### **A REPRESENTATIVE POLICE SERVICE**

Steady progress will be made towards achieving a representative police service, representative of the travelling community, ethnic minorities, and women. Creating more family friendly flexible working opportunities will help to increase the proportion of women in An Garda Síochána and in senior ranks.

#### **SAFETY, HEALTH AND WELFARE AT WORK**

All divisions and sections of An Garda Síochána in 2004 will continue to operate in accordance with the Safety, Health and Welfare at Work Act, 1989.

#### **DEPARTMENT OF COMMUNITY, RURAL AND GAELTACHT AFFAIRS PRIORITIES**

An Garda Síochána recognise the different circumstances that apply in rural areas as opposed to urban areas, we take account of the Irish language in any policies being developed, protect and promote our language, and we will comply with the Official Languages Bill 2002 when passed into law.

#### **IRISH LANGUAGE**

An Irish Language development plan will be created for each division during 2004. Members of the Garda Irish Strategy Group will assist in this. A list of personnel available in each Division to conduct business through Irish will be created and made available on the Garda Website and in stations.

#### **PATTEN IMPLEMENTATION**

A number of additional Patten Report articles that relate to An Garda Síochána will be implemented during 2004 following the passing of the enabling legislation. This will involve police exchanges and secondments and a number of developments linked to articles in the report agreed by both Governments.

#### **SMOKING BAN - 2004**

Compliance with the smoking ban in 2004, and implications for enforcement and Safety Health and Welfare, will be a 2004 task.

#### **SUICIDE**

Gardaí recognise the trauma involved for family and friends and will be sensitive and caring in their dealings with such tragedies.

#### **PSYCHIATRIC DISORDERS AND CRIMINAL OFFENDING**

When dealing with perpetrators of crime with psychiatric disorders, each Garda division should have a contact list of local supports provided by the health service. This will inform Gardaí of local level supports.



**DEALING WITH IMPLICATIONS OF MENTAL HEALTH ACT, 2001**

It is important that Gardai have some understanding of and skill in dealing with mentally ill persons. This is a fundamental issue for Gardai themselves and for the welfare of those mentally ill whom they encounter. The Department of Health and Children has proposed that a mental health module be incorporated in the training programme for student Gardai at the Garda College and a suitable lesson plan will be devised early in the coming year. The Mental Health Act, 2001 is likely to come into effect during 2004 or early 2004. It will introduce new provisions regarding the involuntary detention of people for psychiatric care and treatment. It is likely to have an impact on Garda services at an operational level and there will be a need for close co-operation and liaison between Gardai and local mental health services in implementing the new provisions, particularly in relation to the provision of escorts. A designated Garda will be appointed in each Division with special responsibility for liaising with local mental health services when problems concerning mentally ill persons arise and for providing help to Garda colleagues when they encounter persons with mental health problems and require guidance on what appropriate steps they should take in such circumstances.

**DEALING WITH THE IMPLICATIONS OF PHYSICAL ILL-HEALTH**

A number of medical conditions such as diabetes can produce coma and symptoms of collapse similar to drunkenness. Garda training modules will include training in distinguishing these symptoms.

**INFRASTRUCTURE DEVELOPMENTS IN 2004**

The Garda Housing Section based at Garda Headquarters will oversee a number of infrastructure projects in 2004 which will enhance the organisation's capacity to deliver a better service. The Housing Section will continue to oversee the Garda Building Programme in 2004 to ensure, in so far as funding permits, that adequate station facilities are provided for all staff and members of the public.

**ALLOCATION OF GARDAÍ IN THE GERM MODEL TAKES FULL ACCOUNT OF POPULATION TRENDS.**

GERM is the Garda Establishment Redistribution Model and includes a very wide range of policing and other activities, including population, crime, road safety needs etc, which is used as a guide to allocating Gardai throughout the State. Disaggregated population data has been made available by the CSO and An Garda Síochána acknowledges the contribution of the Central Statistics Office in providing this data and in constructing a template, with the Garda Organisation Development Unit, to ensure that future Census data will match Garda sub-district boundaries. In 2004 GERM will be updated with the most recent population trends to guide the most effective allocation of personnel.

**DEPARTMENT OF SOCIAL AND FAMILY AFFAIRS PRIORITY FOR 2004**

The intention of An Garda Síochána to cease certification of unemployment forms has been noted by the Department and the Department is exploring alternatives to replace the present procedure.



## STRATEGIC GOAL FOURTEEN

### MANAGING FINANCE TO ACHIEVE BEST VALUE-FOR-MONEY

#### OPTIMISING FINANCIAL MANAGEMENT FOR AN GARDA SÍOCHÁNA

In 2004 a number of very significant developments will be realised by the Finance Directorate. The new Financial Management System (FMS) will be implemented and will facilitate the devolution of budgetary responsibility to and within the Force. The development of a new chart of accounts will allow the costing of activities and projects. The rollout of the FMS to District Offices will reduce the administrative overhead and free up resources. To improve the methodology of managing expenditure within the Garda Vote, a revised delegated sanction framework has been agreed with the Department of Justice, Equality and Law Reform. It is planned to implement the new framework in early 2004. The combination of the above three and other initiatives are designed to support the Commissioner when he assumes responsibility as the Accounting Officer for the Garda Vote.

#### FINANCIAL MANAGEMENT SYSTEM

To achieve the objectives of the SMI process, a number of key recommendations were made, namely, that the Commissioner be appointed as the Accounting Officer and that budgetary responsibility be devolved to and within the Force. To support these two objectives it was recognised in the government's Management Information Framework (MIF) that enhanced integrated financial management systems (FMS) were required.

Following a period to determine system requirements, tendering, design, build and test the new FMS for An Garda Síochána is scheduled to go live in the first quarter of 2004. The FMS package will incorporate six modules as follows, Purchasing, Inventory, Fixed Assets, Accounts Payable, General Ledger and Travel & Expense. The roll-out strategy is to implement the full suite of modules in Garda Headquarters and then rollout the Travel & Expense module to District Offices. The implementation of the module in the District Offices will commence in the second quarter 2004. The full rollout of FMS to the Force should be completed by the third quarter 2004.

The implementation of the FMS represents a very significant development as it replaces a bespoke cash based accounting system which provided very limited functionality. The new FMS which uses the Oracle 11i integrated financial software will support both cash and accrual accounting as well as facilitating the devolution of the budgetary responsibility and development of the management accounting function. In tandem with the FMS strategy, a new chart of accounts has been developed which will accommodate project and activity based accounting so that events and activities can be costed. As part of the business reengineering process, all financial forms have been redesigned to optimise the productivity gains expected from the implementation of the FMS.

#### FIXED CHARGED PENALTY SYSTEM

As part of the government's road safety strategy, the FCPS system is being implemented. The computerised system to support the FCPS is at an advanced stage of development and implementation is planned for 2004. The Finance Directorate was charged with the responsibility of outsourcing the administrative function of collecting fines, processing documentation and the printing of fixed charge notices plus related material. Having sought tenders from the marketplace, it is envisaged that the



successful tenderer will be appointed in the first quarter of 2004. It is expected that the successful tenderer's computer system will integrate directly with the FCPS. The implementation of this process will relieve Garda Station personnel of the administrative overhead associated with the FCPS and free up members for operational duties.

#### **DEVOLVED BUDGETARY ACCOUNTABILITY**

To optimise the ongoing interaction between the Department of Justice, Equality and Law Reform and An Garda Síochána and within the Force, a revised delegation sanction framework for expenditure control purposes has been agreed. The objective of this framework is to recognise the transitional arrangements required to move to the position when the Commissioner is appointed as the Accounting Officer. Increased delegated sanction limits will allow the Finance Directorate to manage the Vote in a more efficient manner. The establishment of Divisional Procurement Committees will facilitate further devolution of the budget within the service.

#### **FINANCIAL STRATEGY**

The financial strategy of this plan is to adhere to the budget targets while ensuring operational efficiency and flexibility. Reflecting the changes in public finances, An Garda Síochána plan to discharge its objectives as encapsulated in the mission statement whilst adhering to the financial limits set by the 2004 Estimates. The 2004 Estimates amount to a net total of €1.055 billion and represents an increase of €91.1 million or 9% over the 2003 Estimates.

#### **CURRENT BUDGETS**

The 2003 budget incorporates both the requirements for the ongoing operational running of the Force, the capital expenditure for various projects and the payment of superannuation within the Voted funds. Given the requirement to manage the Garda budget within the voted funds, any excess expenditure for one subhead must be financed by savings on other subheads. Due to an increased number of members retiring in 2003, the expenditure on superannuation is expected to exceed budget by approximately €10 million. Some other subheads also exerted pressure as demand led expenditure items are not amendable to short-term management control. Table 1 details the projected financial outturn for 2003 and despite the difficulties encountered, it has been possible to restrain expenditure within budget.

#### **CHANGES IN FUNDING 2003 TO 2004**

The published Abridged Budget Estimates for 2004 have been prepared on the basis of the maintenance of existing level of service. A review of the change in funding, figure 2, reveals some significant movements in a number of subheads. The increase in employee costs reflects the impact of an annual pay round increase under the Programme for Prosperity and Fairness plus the payment of the second award under the bench marking agreement. The Salaries and Allowances subhead also reflect the fact that there are 53 pay dates in 2004. In addition to the above, extra funding has been provided to allow for the increase of the Force to 12,200 members in 2004.

The investment required to complete the Fixed Charge Penalty System in 2004 is included in the Office Machinery Subhead. As Ireland will assume the Presidency of the EU in January 2004, additional funds to police this event have been allocated. The ongoing substantial investment in Communications reflects the requirement to support An Garda Síochána with a modern technological infrastructure.

Members of An Garda Síochána are entitled to retire after 30 years service. The substantial increase in the funding of the Superannuation subhead reflects the increased exposure to members who are eligible for voluntary retirement having completed the required number of years service and the increased cost of superannuation payments. As illustrated in figure 3, the total amount of funds provided in the 2004 Estimates for employee costs amount to €936 million or 87% of the Gross Total figure.





TABLE 3 SUMMARY REVENUE BUDGET 2004

2003 Outturn €'000 *	Category of Expenditure	2004 Estimate €'000
684,714	<b>SALARIES AND ALLOWANCES</b>	752,824
23,607	Travel and Subsistence	22,011
13,893	Incidental Expenses	12,465
9,132	Postal and Telecommunications	8,136
18,851	Office Machinery	22,937
6,638	Maintenance of Premises	6,630
158	Consultancy Services	303
12,379	Station Services	8,606
271	SMI Implementation	582
850	EU Presidency	8,473
2,998	Clothing and Accessories	3,377
86	Medical Aid Society Grant	82
19,927	Transport	18,289
12,256	Communications	17,666
686	Aircraft	1,461
174,106	Superannuation	183,058
1,227	Witness Expenses	1,159
12,501	Compensation	10,778
1,141	Witness Security Programme	1,097
995,421	<b>GROSS TOTAL</b>	1,079,934
32,556	less: Appropriations-in-Aid	25,007
962,865	<b>NET TOTAL</b>	1,054,927

\* Projected Financial Outturn

FIGURE 2: CHANGE IN FUNDING 2004

Change in Funding (€ Million) - 2003 to 2004

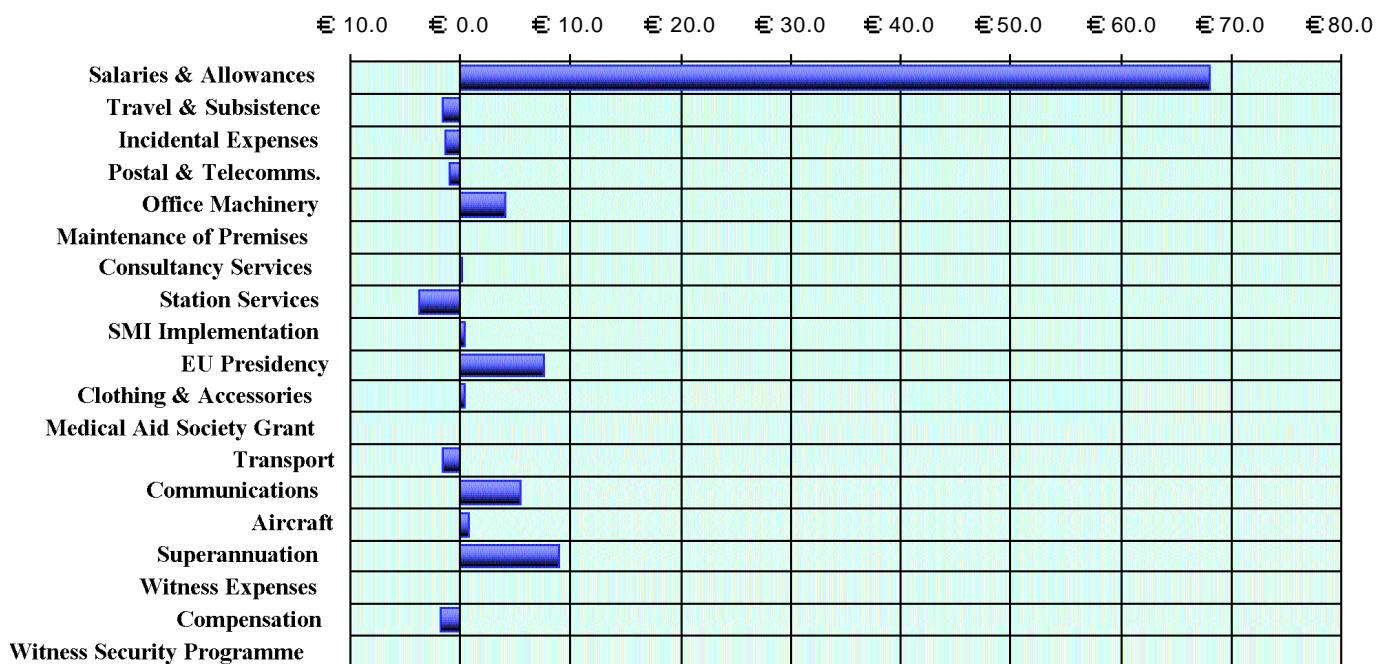
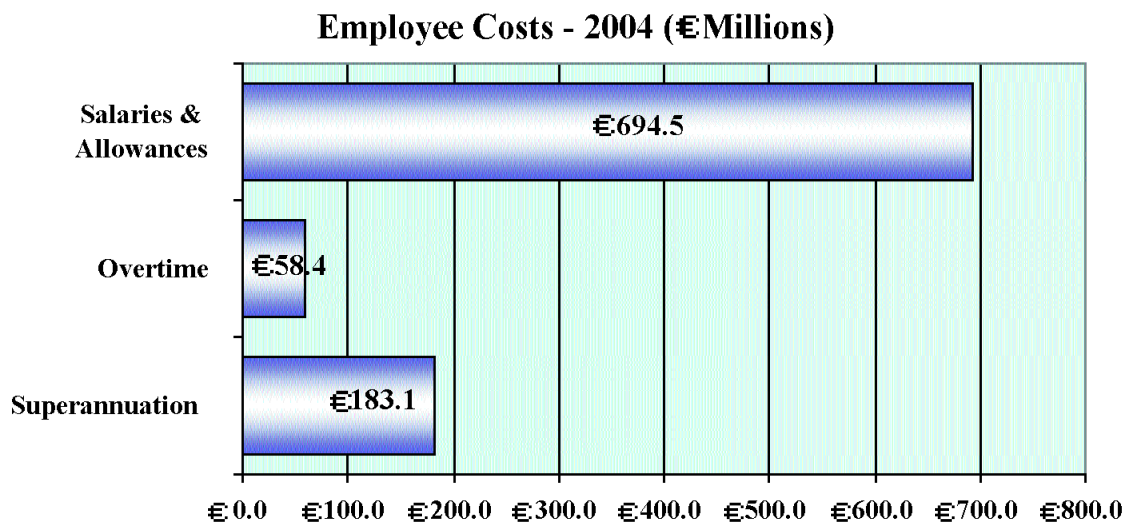




FIGURE 3 EMPLOYEE COSTS 2004



#### FINANCIAL MANAGEMENT

In the current economic and budgetary circumstances the Government considers that it is a major concern that the most efficient and cost effective use is made of the considerable resources allocated to the Garda service. Against this background, the full implementation of the Strategic Review will be a priority item in the plan for 2004. In this context, particular emphasis is placed on the following areas:

- Performance Measurement and Management
- Human Resource Management and Structures
- Manpower Deployment, including rostering
- Financial Management and Accountability framework and structures
- Quality assurance, including service standards, complaints and redress mechanism
- Headquarters and Regional Structure Review (including Stations/Public Offices)

At a time of tightening resource availability, it is appropriate that the plan will seriously address the conservation and (where appropriate) the maximisation of scarce Exchequer resources e.g.

- Assessment of the cost and human resource implications of non-core functions which the Gardaí discharge
- The full economic cost of security functions provided for private sector agencies and events
- Establishment of procedures, structures, and guidelines, in consultation with the State Claims Agency, to minimise the likelihood and cost of compensation claims against the Exchequer from third parties or from within the Force
- Diligent and expeditious pursuit, as a high priority, of monies due to the Exchequer e.g. fines and estreatment of bail (both areas on which the Comptroller and Auditor General has commented unfavourably in recent reports)

#### PRISON ESCORTS

The provision of Garda escorts for remand prisoners results in a depletion of resources in Garda Districts. The drain on resources means some Districts are operating on lower strengths. There is also a financial cost – each day personnel are employed on overtime for escorts. Escorts, it is accepted, should be the responsibility of the Prison Service which is currently providing escorts to the same courts in respect of prisoners who are serving a sentence. The Director of Finance and the Research Unit, in 2004, will provide a report on the manpower and cost implications and provide an implementation plan for handing over all prison escorts to the Prison Service.

#### PRISON ESCORTS : ARMED ESCORTS

Prioritise provision of armed Garda escorts when this is deemed necessary.

#### FINANCE: TRAINING AND REVIEW PLAN

The objective of the 2004 training plan is to build upon the training programme already delivered and to prepare Garda management for the implementation of the new FMS. In particular

1. To provide training for Divisional and District Office personnel to operate the modules of the new FMS accessible at those offices.
2. To provide public procurement training, in particular, for the tendering process for supplies and services at Divisional Procurement Committee level.
3. To develop a financial training module for incorporation into promotion and development courses.
4. Expend the training budgetary allocation in a manner that reflects best value for money within training. The payment of accounts on time is a key responsibility, mainly for Garda Superintendents, and the Director of Finance, working with the Director of Training, in 2004, will arrange effective training and support.
5. Conduct a review of the management of resources within each division.
6. Reduce emphasis on money driven activities (soft targets) and concentrate on higher priority areas.

## POLICY REVIEWS FOR 2004

### MAJOR DISASTERS

A review will assess if a central monitoring office will be established to assess threat levels vis-à-vis major disasters, the coordination of the activities of several working groups, and progress increased readiness in coping with major disasters. (Working Group under the Assistant Commissioner, Western Region)

### GARDA RESPONSE TO ALARMS POLICY WILL BE REVIEWED IN 2004. (ORGANISATION DEVELOPMENT UNIT)

### NEIGHBOURHOOD POLICING

A number of neighbourhood policing policy review documents have been produced. In 2004 the Organisation Development Unit will assess how best to give added status to neighbourhood policing units which represent the fundamentals of policing in this country. (Organisation Development Unit)

### REVIEW GARDA STAFFING IN DIVISIONS WITH PRISON SECURITY WORK.

Examine the drain on district and divisional resources caused by engagement in prison security. Assess if, and what size of, an increase in the allocation of Garda personnel is required to compensate for those engaged in prison related work.

The districts of Portlaoise, Limerick, Castlereagh, Cork City and some Dublin Districts are most engaged. (ODU)

### REVIEW A DUBLIN WEIGHTING TO ATTRACT AND RETAIN STAFF.

In the private sector, Ulster bank employees receive €2,500 extra if they live within 15 miles of O'Connell Street. Dublin City is the 5th most expensive capital in the EU. Should people working there have this reflected in their remuneration through a Dublin weighting? (ODU)

### REVIEW ALTERNATIVE ARRANGEMENTS FOR STORAGE OF VEHICLES SEIZED BY GARDAÍ. (ODU)

### REVIEW AND RECOMMEND ON THE EXTENT TO WHICH AN GARDA SÍOCHÁNA CAN EFFECTIVELY BE DECENTRALISED (ODU)

### REVIEW THE INTRODUCTION GARDA KIOSKS IN MAIN SHOPPING AREAS, WITH GARDAÍ ON BIKES TO PATROL NARROW STREETS. (ODU)

### REVIEW THE INTRODUCTION OF A GARDA RESERVE SERVICE TO COMPLEMENT THE FULL-TIME SERVICE. (ODU)

### REVIEW THE LEVEL AND NATURE OF ADMINISTRATIVE WORK. (ODU)

### REVIEW OF OUTSOURCING OF GARDA SÍOCHÁNA TASKS TO PRIVATE SECURITY

The Irish Security Industry Association suggested areas for outsourcing include; responses to alarm activations, escort of prisoners, guarding of public buildings, vetting of personnel, best practice traffic management, event/sporting/neighbourhood policing, management of the prison service. (They acknowledge that this may necessitate licensing, and legislative changes, matters which require Government sanction and action). (ODU)

### AN EXAMINATION OF THE NEGATIVE FINDINGS OF PUBLIC ATTITUDE SURVEYS 2002, 2003 AND 2004

The Garda Research Unit will undertake an examination of the negative findings of these surveys and present proposals to attain improvements in areas of Garda service where



the public expressed dissatisfaction. Some of the key areas to be addressed include a low victim support referral rate of only 6 per cent, the level of reported unacceptable behaviour by Gardaí, low levels of satisfaction among young members of society, and the number of respondents who did not report incidents because they felt the crimes were "not serious enough". (Garda Research Unit - GRU)

#### **VIOLENCE AGAINST WOMEN**

In 2004, An Garda Síochána will, in an important policy review, examine how data regarding violence against women is captured, listen to the views of women who have been subjected to violence, identify where we can improve, and set about achieving that improvement. A key aspect of the research will be to reach conclusions on how the follow-up and linkages between agencies regarding reporting of domestic violence can be addressed more consistently. (GRU)

#### **DOMESTIC VIOLENCE**

In regard to the 2003 review of the Garda Policy on Domestic violence, front line service providers (such as Women's Aid) will be involved in consultations before policy changes and implementation. A survey of victims of sexual and domestic violence vis-à-vis satisfaction with service provided by An Garda Síochána will be undertaken in 2004 as part of the Public Attitude Survey. This will include Traveller women, immigrant, and disabled women. The introduction a referral system for specialist organisations such as Women's Aid, Rape Crisis Centres etc. will be discussed between these organisations and An Garda Síochána to bring forward a referral system that best meets our needs. (GRU)

#### **SURVEY OF YOUNG PEOPLE : ATTITUDES TO AND EXPERIENCE OF GARDAÍ, AND DELINQUENCY. (GARDA RESEARCH UNIT)**

#### **ANALYSIS OF RE-OFFENDING IN JUVENILE DIVERSION PROGRAMME UP TO AND AFTER AGE 18 AND INTERVENTION SUCCESS FACTORS. (GRU)**

#### **DEVELOPMENT OF CASE SELECTION TOOLS, ANALYSIS OF CASE DEVELOPMENT PRACTICE, ASSESSMENT OF OUTCOMES (OFFENDING DESISTENCE, COMPLETION OF AGREEMENTS), INTERVENTION SUCCESS FACTORS (SUPERVISION, ACCESS TO SERVICES ETC.) OF THE JUVENILE DIVERSION PROGRAMME RESTORATIVE JUSTICE UNDER THE CHILDREN ACT 2001. (GARDA RESEARCH UNIT)**

#### **EVALUATION OF DUNDALK, GALWAY, DUN LAOGHAIRE CCTV. (GARDA RESEARCH UNIT)**

#### **CCTV**

Review cost and benefit of extending CCTV system to all urban areas with over 7,000 people. (Garda Research Unit)

#### **DEVELOPMENT OF OPTIMISATION MODEL FOR GARDA FLEET MANAGEMENT. (GARDA RESEARCH UNIT)**

#### **REVIEW THE GARDA LIAISON OFFICER ROLE REGARDING GARDA INTERACTION WITH THE GAY AND LESBIAN COMMUNITY. (GARDA RESEARCH UNIT)**

#### **FINANCIAL MANAGEMENT**

Review current allocation of monies across various sub-heads. Review delegation of authority, giving 100% control to the appropriate manager. (Director of Finance)



**COSTING POLICING PLANS**

During 2004 the Director of Finance will bring forward proposals setting out how Policing Plans can more accurately and more effectively be costed, to ensure that only achievable affordable goals will be included. (Director of Finance)

**CONDUCT A REVIEW OF THE MANAGEMENT OF RESOURCES WITHIN EACH DIVISION. (DIRECTOR OF FINANCE)****REVIEW APPOINTING A DEDICATED GARDA TRAFFIC UNIT IN EACH COUNTY**

"Kildare CDB submits that the PP 2004 should assign greater priority to increased enforcement of road traffic safety legislation and the attendant points system, and the increased effective dissemination of traffic accident data. (A dedicated Traffic Corps for Kildare)" (Garda National Traffic Unit)

**REVIEW OF FATAL TRAFFIC ACCIDENTS**

Conduct a review of fatal traffic accidents to establish the root cause and ensure appropriate action can be taken. (Garda National Traffic Unit)

**REVIEW THE IMPACT OF TOURISM ON TRAFFIC POLICING**

Review the impact of the significant number of tourists in Kerry annually (934,000) and elsewhere when (a) updating the Garda Establishment Redistribution Model, and (b) devising measures to tackle road accidents. (Garda National Traffic Bureau)

**REVIEW LOCAL ESTATE MANAGEMENT**

Develop an estate management and community safety strategy. (Garda Community Relations Section)

**EVALUATE THE IN-HOUSE STAFF CLIMATE SURVEY.**

(GARDA QUALITY SERVICE BUREAU)

**DEVELOP A POLICY TO SUPPORT AN GARDA SÍOCHÁNA IN RESPONDING TO CASES OF RACIALLY MOTIVATED CRIMES.**

(GARDA QUALITY SERVICE BUREAU)

**IMPLEMENTATION PLAN FOR THE RECOMMENDATIONS OF THE GARDA HUMAN RIGHTS AUDIT.**

(GARDA QUALITY SERVICE BUREAU)

**ASSESS THE IMPACT OF THE INCORPORATION OF THE EUROPEAN CONVENTION ON HUMAN RIGHTS INTO IRISH LEGISLATION.**

(GARDA QUALITY SERVICE BUREAU)



# NOTES

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## HOW TO CONTACT US

WE WELCOME ANY COMMENTS ABOUT THE COMMITMENTS GIVEN HERE OR ABOUT THE QUALITY OF OUR CUSTOMER SERVICE GENERALLY.

### FURTHER INFORMATION IS AVAILABLE AT:

The Customer Services Manager,  
The Garda Quality Bureau,  
Garda Síochána College,  
Templemore, Co. Tipperary.  
Telephone 0504-35436  
Fax Number-0504-35450

### HOW TO CONTACT US

You may visit, phone, or fax us at any of the Divisional Headquarters listed below or by e-mail at: [gquality@iol.ie](mailto:gquality@iol.ie). The Garda website is at [www.Garda.ie](http://www.Garda.ie) and it contains a wide range of information, Garda reports and documents, recruitment details, and the most up-to-date road safety statistics. Phone numbers for your local station are in the phone directory, or at 11811. Phone numbers for your divisional station are below. The **CrimeStoppers** number is 1800-250-025. The Garda Confidential line is 1800-666-111.

TA SEIRBHÍSÍ AR FÁIL DÓIBH SIÚD AR MIAN LEO A GCUID GNÓ A DHEANAMH TRÍ GHAELIGE

## DIVISIONAL CUSTOMER CONTACT POINTS

<i>Division</i>	<i>Divisional Headquarters</i>	<i>Station Telephone Number</i>	<i>Station Fax Number</i>
Carlow/Kildare	Naas	045 – 884300	045 – 884382/81
Cavan/Monaghan	Monaghan	047 – 77200	047 – 77283
Clare	Ennis	065 – 6848100	065 – 6848183
Cork City	Anglesea Street	021 – 4522000	021 – 4522083
Cork North	Fermoy	025 – 82100	025 – 82183
Cork West	Bandon	023 – 52200	023 – 52283
Donegal	Letterkenny	074 – 9122222	074 – 9122606
Dublin Metropolitan Region (Nth)	Santry	01 – 6664000	01 – 6664040
Dublin Metropolitan Region (NC)	Store Street	01 – 6668000	01 – 6668040
Dublin Metropolitan Region (SC)	Pearse Street	01 – 6669000	01 – 6669040
Dublin Metropolitan Region (Sth)	Crumlin	01 – 6666200	01 – 6666240
Dublin Metropolitan Region (East)	Dun Laoghaire	01 – 6665000	01 – 6665040
Dublin Metropolitan Region (West)	Blanchardstown	01 – 6667000	01 – 6667040
Dublin Regional Traffic Division	Dublin Castle	01 – 6669800	01 – 6669801
Galway West	Galway	091 – 538000	091 – 538083
Kerry	Tralee	066 – 7122022	066 – 7102383
Laois/Offaly	Portlaoise	0502 – 74100	0502 – 74104
Limerick	Henry Street	061 – 212400	061 – 212483
Longford/Westmeath	Mullingar	044 – 84000	044 – 84083
Louth/Meath	Drogheda	041 – 9838777	041 – 9836919
Mayo	Castlebar	094 – 9038200	094 – 9038283
Roscommon/Galway East	Roscommon	0903 – 38300	0903 – 38383
Sligo/Leitrim	Sligo	071 – 9142031	071 – 9157083
Tipperary	Thurles	0504 – 25100	0504 – 25183
Waterford/Kilkenny	Waterford	051 – 874888	051 – 876633
Wexford/Wicklow	Wexford	053 – 65200	053 – 65283