



AN GARDA SÍOCHÁNA POLICING PLAN 2006



Mission Statement

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

GOVERNMENT POLICING PRIORITIES FOR 2006

Organised Crime/Drugs

- 1 To target organised crime, including drug trafficking, the gun culture associated with it, reducing the volume of illicit drugs and access to those drugs in the context of the National Drugs Strategy 2001 - 2008, and targeted operations such as Operation Anvil.

Terrorism

- 2 To place continued emphasis on combating paramilitary activities with specific regard to dissident republicans and the seizure of assets of all unlawful organisations.

Public Safety/confidence

- 3 Increase public confidence in law enforcement through significantly increased high visibility policing at key public interfaces.
- 4 To review local policing arrangements in communities in the RAPID Programme Areas where local residents are seeking to have issues such as persistent vandalism, low and high level intimidation and other anti-social behaviour more effectively addressed.
- 5 To monitor and improve response times to emergency calls where a direct threat to life or personal property is at issue.

Organisational and deployment issues

- 6 To establish and develop a voluntary Garda Síochána Reserve, with the objective of having 900 members in place by September, 2006.
- 7 To relieve members of An Garda Síochána of administrative duties to the greatest extent possible, through civilianisation, outsourcing and the use of technology.
- 8 To co-operate in the full implementation of the Garda Síochána Act 2005 and the new oversight arrangements which will be established.

Road Traffic Law Enforcement

- 9 To increase the strength of the Garda Traffic Corps in the course of 2006 from 563 to 805.
- 10 Continue to work towards the targets, relating to deaths, in the Government's Road Safety Strategy, paying particular attention to drink driving, the visibility of Garda traffic policing, the outsourcing and operation of speed cameras, and the extension of the range of penalty point and fixed charge offences.
- 11 Contribute to the effective management of traffic particularly through liaising proactively with local authorities.

Crime Prevention and Reduction

- 12 To focus on crime prevention and reduction, in co-operation with the local authorities through the Joint Policing Committees (to be established in 2006).
- 13 To focus on high value white collar crime, trading in contraband goods.
- 14 To expand significantly Garda Youth Diversion Schemes.

Under-age Drinking etc.

- 15 To increase countrywide the level of enforcement in relation to under-age drinking and drinking in public places.

Rural crime prevention

- 16 To take effective steps to protect vulnerable people living in isolated areas.

Illegal immigration and trafficking in people

- 17 To deploy the necessary resources to tackle effectively illegal immigration and trafficking.

Crime Statistics

- 18 To submit quarterly crime statistics on a divisional basis.



This is my third Annual Policing Plan as Commissioner and it sets out the Government's and An Garda Síochána's policing priorities for 2006.

In 2006 we will continue our efforts towards creating "A Safer Ireland through Policing Excellence" via the six strategic goals outlined in this plan.

Considerable progress has been made to date in our strategic objectives of challenging crime and criminal behaviour at all levels, maintaining public order, safeguarding the security of the State from subversive and terrorist elements, and generating public confidence and safety on the streets of our towns and cities.

The coming year will once again bring considerable challenges to our organisation with the implementation of the Garda Síochána Act 2005, the establishment of the Office of the Garda Ombudsman, the introduction of the Garda Inspectorate, further reports from Tribunals of Inquiry and ever increasing public demands.

A democratic society such as Ireland's requires its police service to be responsible for their actions, based on the core universal principles of legality, necessity, proportionality, accountability and non-discrimination. We in An Garda Síochána place a high value on these principles and will strive at all times to ensure that our actions are reflective of the Government and public demands while at the same time displaying best human rights practices.

We will endeavour to reduce the incidence of loss of human life on our roads by increasing Garda presence, visibility, enforcement and advice. Through our recruiting policies we will ensure that An Garda Síochána is not only reflective of the community it serves but also understanding of the values, beliefs and cultures of the varied ethnic communities in this country.

Finally, An Garda Síochána will, through the continued development of our performance management system, ensure that all the people of Ireland and particularly those most vulnerable are provided with the best possible police service throughout 2006.

A handwritten signature in blue ink that reads "Noel Conroy". The signature is written in a cursive style.

Noel Conroy
Commissioner of An Garda Síochána

STRATEGIC GOAL ONE – NATIONAL/INTERNATIONAL SECURITY

To reduce the threat of subversive and terrorist activity through intelligence-led policing and international co-operation



STRATEGIC GOAL ONE

Actions

Performance Indicators

Trend Information

Initiate intelligence-led operations against the various factions within dissident republican groups.

Number of Garda operations commenced.
Number of prosecutions initiated.

Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána.

The implementation of the national Covert Human Intelligence System (CHIS).
Number of Gardai trained in CHIS.
Number of crime analysts employed.
Volume of intelligence gathered/exchanged.

Develop initiatives aimed at identifying, preventing and/or disrupting the activities of radical Islamic extremists.

Number of initiatives developed.
Number of operations commenced.
Number of Garda members operating on external borders.
Number of international seminars/conferences and training programmes attended.

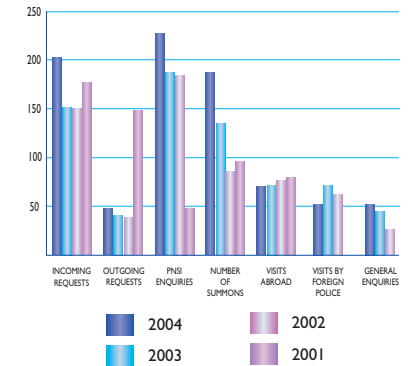
Develop and maintain the exchange of intelligence between An Garda Síochána and Law Enforcement and security agencies worldwide.

Volume of intelligence exchanged.
Number of European Arrest Warrants sought and received.
Number of partnership arrangements in place/developed.
Number of briefings to the Department of Justice, Equality and Law Reform.
Number of threat assessments prepared.
Number of meetings with international partners.

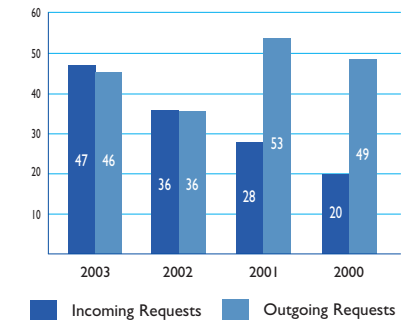
Provide specialist assistance to Regional Commissioners against selected targets on an intelligence-led basis.

Number of operations mounted in each Garda Region.
Number of arrests of subversive/terrorist suspects.
Quantity of arms/explosives seized.
Number of briefings provided to Regional Commissioners by Crime and Security Section.

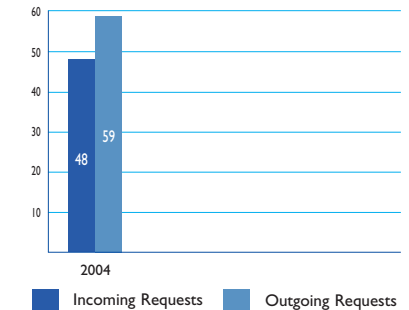
Mutual Assistance Requests



Extradition Arrest Warrants



European Arrest Warrants (Introduced in 2004)





STRATEGIC GOAL TWO

STRATEGIC GOAL TWO – CRIME

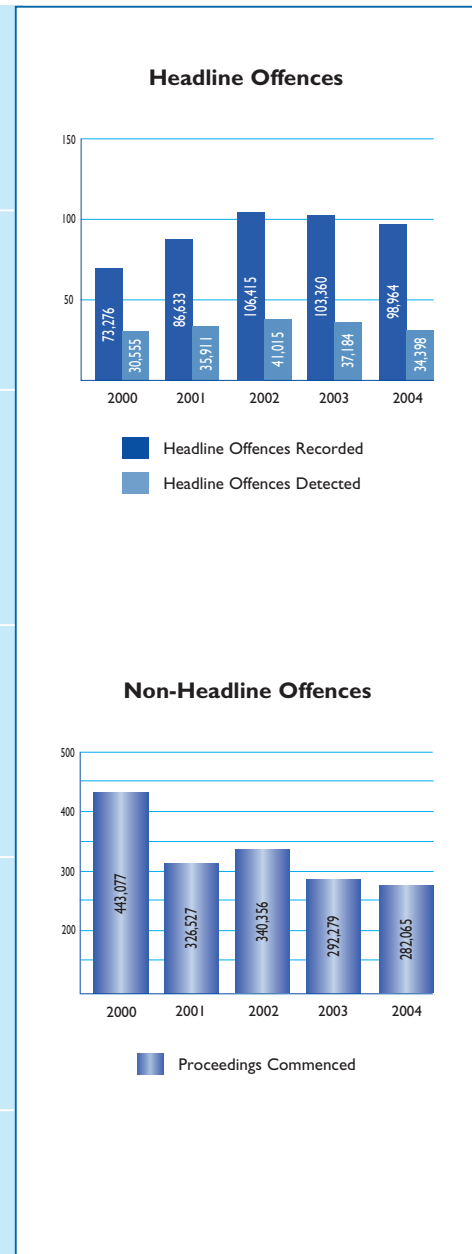
To reduce the incidence of organised, drug related and serious crime and criminal behaviour

Actions

Performance Indicators

Trend Information

<p>Identify and profile, at divisional level, the main individuals/groups engaged in: organised/ serious crime and drug-related crime.</p>	<p>Number of individuals/groups profiled. Monthly review of profiles carried out by Divisional Officers. Number of intelligence reports on the targeted individuals/groups. Number of regional threat assessments prepared.</p>
<p>Implement the Code of Practice for the management of Covert Human Intelligence Sources.</p>	<p>Dissemination of Code of Practice to all members of the service. Number of Garda personnel trained at each level. Number of intelligence bulletins issued by Criminal Intelligence Officers (CIOs).</p>
<p>Further develop criminal intelligence capability at Divisional/District level.</p>	<p>Criminal Intelligence Officer (CIO) will disseminate a monthly Intelligence Bulletin to stations within his/her division. Number of briefings of members of the divisional staff by the CIO. Identify and seek to build partnerships with appropriate external stakeholders.</p>
<p>Further develop crime investigation management capability.</p>	<p>Development of specific courses in crime investigation management. Number of personnel who completed these courses. Development of a DNA database in association with the Forensic Science Department of An Garda Síochána and the Department of Justice, Equality and Law Reform.</p>
<p>Reduce the incidence of crime by 2% and increase detection rates by 2%.</p>	<p>Number of headline crimes recorded and the percentage detected. Number of non-headline crimes recorded and the percentage detected. Number of targeted operations to reduce specified headline crimes. Number of domestic violence incidents/breaches of Court orders.</p>
<p>Conduct risk assessments of high risk/vulnerable targets in each division.</p>	<p>Number of risk assessments carried out which are followed up with appropriate crime prevention advice. Number of persons provided with crime prevention advice after assessment.</p>





STRATEGIC GOAL THREE – TRAFFIC

To reduce the incidence of fatal and serious injury collisions and improve traffic flow

Actions	Performance Indicators	Trend Information																																		
Traffic Corps will spend 20% of duty time patrolling on single-lane carriageways at collision-prone locations.	Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at collision-prone locations.	<p>Road Deaths</p> <table border="1"> <tr><th>Year</th><td>2000</td><td>2001</td><td>2002</td><td>2003</td><td>2004</td></tr> <tr><th>Deaths</th><td>415</td><td>410</td><td>380</td><td>345</td><td>375</td></tr> </table> <p>Driving While Intoxicated Arrests</p> <table border="1"> <tr><th>Year</th><td>2000</td><td>2001</td><td>2002</td><td>2003</td><td>2004</td></tr> <tr><th>Arrests</th><td>10,200</td><td>12,900</td><td>13,200</td><td>11,200</td><td>12,200</td></tr> </table> <p>Total Speeding Detections</p> <table border="1"> <tr><th>Year</th><td>2001</td><td>2002</td><td>2003</td><td>2004</td></tr> <tr><th>Detections</th><td>345,652</td><td>337,162</td><td>248,793</td><td>211,928</td></tr> </table>	Year	2000	2001	2002	2003	2004	Deaths	415	410	380	345	375	Year	2000	2001	2002	2003	2004	Arrests	10,200	12,900	13,200	11,200	12,200	Year	2001	2002	2003	2004	Detections	345,652	337,162	248,793	211,928
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Increase arrest rate for driving while intoxicated by 15% in 2006.	Number of arrests for driving while intoxicated per division per month. Number of breath-tests per division per month.																																			
Traffic Corps will spend 30% of duty time on speed enforcement.	Percentage of Traffic Corps duty time spent on speed enforcement. Increase speeding detections by 15%.																																			
Gardaí will spend 20% of duty time on static, high-visibility vehicle checkpoints.	Percentage of Traffic Corps duty time spent on static, high-visibility checkpoints. Percentage of non-Traffic Corps Garda duty time spent on static, high-visibility checkpoints.																																			
Educate road users through radio/TV broadcasts, and road shows.	Arrange for two road shows per division during 2006. One weekly road safety broadcast on each local radio station in each division. Road safety will be featured on six Crimecall programmes in 2006.																																			
Traffic Corps units will spend 10% of duty time on covert road traffic policing.	Percentage of Traffic Corps duty time spent on covert road traffic policing. Increase detections for dangerous driving related offences by 15%.																																			
Establish a benchmark for each Division regarding the time spent by Gardaí dealing with traffic management.	Percentage of Traffic Corps duty time spent on traffic management in each division. Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc.) Number of static high-visibility vehicle checkpoints carried out by non-Traffic Corps Gardaí per division per month.																																			
Increase the strength of the Traffic Corps by 244 in 2006 with a proportionate increase in the transport allocation.	Number of additional members allocated to the Garda Traffic Corps per quarter. Number of additional patrol vehicles allocated to the Garda Traffic Corps per quarter.																																			



STRATEGIC GOAL FOUR – PUBLIC SAFETY

To ensure public safety by reducing the incidence of public disorder and anti-social behaviour

Actions

Performance Indicators

Trend Information

Review deployment of Gardaí and methods of patrolling on a quarterly basis to reduce assaults.

Number of reviews conducted at Divisional level.
 Decrease by 10% the number of assaults.
 Number of violent crimes* per 1,000 population and percentage detected.
 Number of prosecutions for public order offences.

Create a customer 'feeling of safety' index for year-on-year benchmarking.

Achieve an 85% satisfaction rating in the Public Attitude Survey 2006.
 Achieve a 70% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in local neighbourhoods after dark'.
 Achieve a 85% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in homes alone at night'.

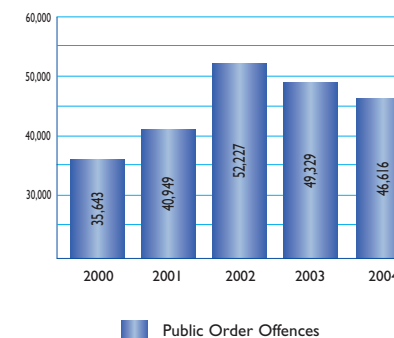
Identify public disorder hot-spots in consultation with stakeholders and deploy resources accordingly.

Number of public disorder hot-spots per division.
 Number of joint initiatives undertaken with stakeholders.
 Number of uniform foot patrols per quarter.
 Number of uniform cycle patrols per quarter.
 Number of uniform mobile patrols per quarter.

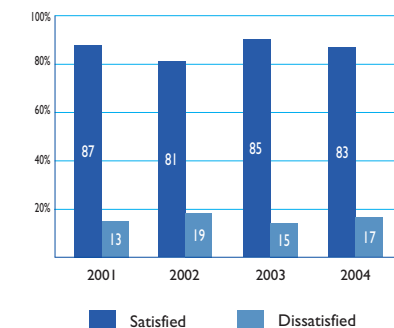
Utilise CCTV to enhance public safety.

Percentage of Garda divisions with CCTV systems installed.
 Percentage increase in number of systems operational in 2006 (over 2005).

Public Order Offences
 Sections 4, 5, 6 & 8 POA 1997



Public satisfaction with overall Garda service 2001-2004



* All offences in the headline offence groups used in the Garda Síochána Annual Report: Group 1 Homicides, Group 2 Assaults, Group 3 Sexual Offences, Group 8 Robberies, and the following offences: Manslaughter (traffic fatality), Dangerous driving causing death, Dangerous driving causing serious bodily harm, Concealment of birth, Aggravated burglary, Abandoning a child and Child neglect or cruelty.



STRATEGIC GOAL FIVE – PUBLIC CONFIDENCE

To improve confidence in An Garda Síochána

Actions

Performance Indicators

Trend Information

Enhance our engagement with the community in preparation for full implementation of the Garda Síochána Act 2005.	Number of Continuous Professional Development courses which include a focus on the Garda Síochána Act 2005. A minimum of two public meetings per district per year. Number and type of networks developed to enhance public confidence.
Increase Garda presence/visibility in public places.	Number of uniform foot patrols per quarter. Number of uniform cycle patrols per quarter. Number of uniform mobile patrols per quarter. Percentage of Garda management time on uniform outdoor supervisory duty. Number of Garda reserve members selected/trained.
Provide an immediate response to emergencies.	Number of 999/112 calls answered within 20 seconds. 65% of emergency/priority one calls responded to within 15 minutes and 90% within 30 minutes. Number of complaints regarding emergency response service.
Provide feedback to victims of crime.	Number of letters to crime victims generated by the PULSE system. Number of letters issued to burglary, robbery and assault victims (Sect. 2, 3 & 4 Non-Fatal Offences Act 1997) as a percentage of the total incidents of these crimes. Number of letters from crime victims responded to within 10 days. Increase, by 10%, the number of follow-up letters issued to crime victims regarding significant case developments.
Target the most common sources/causes of complaints made against members of An Garda Síochána.	Reduce admissible complaints against An Garda Síochána by 5%. Number of conflict resolution training programmes provided for personnel, including management. Number of specific training programmes for selected Garda personnel who are subject of multiple complaints at Divisional level.
Assess the quality of service provided to the public.	Conduct Public Attitude Survey 2006. Publish results of Public Attitude Survey by March 2006. Formulate an implementation plan to action areas for improvement.

Overall satisfaction with Garda service to the community by Garda Division in 2005

Garda Division	Very Satisfied %	Satisfied %	Dissatisfied %	Very Dissatisfied %
Cork West	35	57	7	1
Kerry	31	54	13	2
Cork City	22	65	11	3
Cork North	20	67	12	2
DMR East	20	65	14	1
Tipperary	25	57	16	2
Cavan/Monaghan	18	67	14	1
Roscommon/Galway East	14	75	10	1
Galway West	10	80	9	1
Mayo	20	61	14	4
Longford/Westmeath	11	76	12	1
Sligo/Leitrim	15	71	10	4
Carlow/Kildare	16	68	14	3
Laois/Offaly	14	70	14	2
Louth/Meath	18	63	15	4
DMR South	17	64	16	4
Limerick	18	64	12	6
Clare	19	61	14	6
Donegal	15	65	16	3
Wexford	9	70	16	4
Waterford/Kilkenny	8	72	16	5
DMR North	16	59	17	8
DMR North Central	6	72	18	3
DMR South Central	15	60	18	8
DMR West	6	71	16	6
Average	17	66	14	3

Source: Public Attitude Survey 2005



STRATEGIC GOAL SIX – ETHNIC AND CULTURAL DIVERSITY

To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities

Actions

Performance Indicators

Trend Information

Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis.

Number of representatives of ethnic and cultural minorities on local Garda/Community committees.
Bi-annual meetings with ethnic and cultural groups in divisions.
Existence of policy document on consultation/communication with ethnic and minority groups.
Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006.

Develop a multi-faceted strategy to provide for more effective recording of racially motivated crime.

Number and nature of recorded racially motivated incidents.
Undertake a study (with NCCRI) regarding reported figures on racially motivated crime.
Number of complaints against members of An Garda Síochána for racially motivated incidents.

Develop targeted initiatives focusing on access to police services for Travellers, refugees and migrants.

Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006.
Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services.
Provision of services in languages other than English and Irish.
Number of meetings facilitated by Garda Ethnic Liaison Officers.

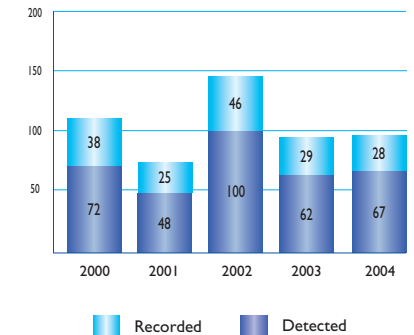
Develop anti-racism, intercultural and diversity training for senior and middle management.

Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management.
Percentage of senior and middle management trained in 'Diversity Awareness Training programme under EU Garda/PSNI Peace and Reconciliation Project'.

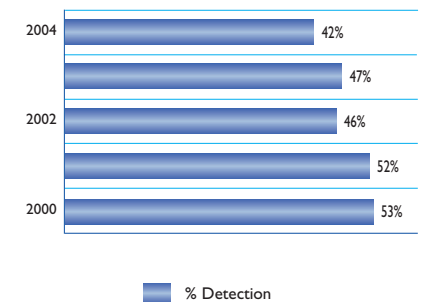
Develop and implement a clear support system for the induction, training and retention of newly recruited members of An Garda Síochána from cultural and ethnic minorities.

Existence of a structured support system for newly recruited members of An Garda Síochána from cultural and ethnic minorities.
Number of members of ethnic and cultural communities who undergo Garda training.

Racially Motivated Offences



% Detection Rate for Racist Offences



POLICY REVIEWS 2006

- 1 **Review of the use of Analysts in An Garda Síochána.**
(Deputy Commissioner, Strategic and Resource Management).
- 2 **Developing/refining Garda Performance Management System.**
(Deputy Commissioner, Strategic and Resource Management).
- 3 **Review the capability of Divisions to be self-sufficient in major crime investigation.**
(Deputy Commissioner, Operations).
- 4 **Assess causes of the rise in crimes of Burglary in 2005.**
(Deputy Commissioner, Operations).
- 5 **Review of Neighbourhood Watch Schemes.**
(Assistant Commissioner, Strategy and Services)
- 6 **Review of Community Alert Schemes.**
(Assistant Commissioner, Strategy and Services)
- 7 **Conduct a Public Attitude Survey regarding the views of Travellers/members of Ethnic Minority groupings.**
(Garda Research Unit).
- 8 **Assessment of the demand for Child Minding facilities within An Garda Síochána.**
(Assistant Commissioner, Human Resource Management).
- 9 **Review of the integration of religious/ethnic minorities into An Garda Síochána.**
(Assistant Commissioner, Human Resource Management).
- 10 **Review Garda Síochána standards of and commitment to Professional and Ethical Conduct.**
(Assistant Commissioner, Human Resource Management).
- 11 **Review the BA in Police Management Degree Programme.**
(Assistant Commissioner, Human Resource Management).
- 12 **Review Detective Training within An Garda Síochána.**
(Assistant Commissioner, Human Resource Management / Assistant Commissioner, National Support Services).
- 13 **Research a Dublin Metropolitan Region Allowance.**
(Director of Finance).
- 14 **Review the extent to which external professional assistance can be utilised in An Garda Síochána.**
(Assistant Commissioner, Southern Region).
- 15 **Review reporting mechanisms within An Garda Síochána (including reporting to the Department of Justice, Equality and Law Reform).**
(Assistant Commissioner, Western Region).

HOW TO CONTACT US

We welcome any comments about the commitments given here or about the quality of our customer service generally. If you wish to contact us or receive further information please contact:

Deputy Commissioner,
Strategic and Resource Management,
Garda Headquarters,
Phoenix Park,
Dublin 8.

Telephone: (01) 6662078
Fax Number: (01) 6662084
E-mail: srmstaff@iol.ie

You may visit, phone, or fax us at any of the Divisional Headquarters listed below. The Garda website <http://www.garda.ie/> contains a wide range of information, Garda reports and documents, recruitment details, and the most up-to-date road safety statistics. Telephone numbers for your local station are in the telephone directory, or at 11811. The **CrimeStoppers** number is 1800-250-025. The Garda Confidential line is 1800-666-111.

DIVISIONAL CUSTOMER CONTACT POINTS

Division	Divisional Headquarters Station	Station Telephone Number	Station Fax Number
Carlow/Kildare	Naas	045 – 884300	045 – 884381
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 (North)	Santry	01 – 6664000	01 – 6664040
Dublin Metropolitan Region (North Central)	Store Street	01 – 6668000	01 – 6668040
Dublin Metropolitan Region (South Central)	Pearse Street	01 – 6669000	01 – 6669040
Dublin Metropolitan Region (South)	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	Galway	091 – 538000	091 – 538083
Kerry	Tralee	066 – 7122022	066 – 7102383
Laos/Offaly	Portlaoise	057 – 8674100	057 – 8674104
Limerick	Henry Street	061 – 212400	061 – 212483
Longford/Westmeath	Mullingar	044 – 9384000	044 – 9384083
Louth/Meath	Drogheda	041 – 9838777	041 – 9874283
Mayo	Castlebar	094 – 9038200	094 – 9038283
Roscommon/Galway East	Roscommon	090 – 6638300	090 – 6638383
Sligo/Leitrim	Sligo	071 – 9142031	071 – 9157083
Tipperary	Thurles	0504 – 25100	0504 – 25183
Waterford/Kilkenny	Waterford	051 – 305300	051 – 305383
Wexford/Wicklow	Wexford	053 – 9165200	053 – 9165283

1 National/International Security

To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.

2 Crime

To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.

3 Traffic

To reduce the incidence of fatal and serious injury collisions and improve traffic flow.

4 Public Safety

To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.

5 Public Confidence

To improve confidence in An Garda Síochána.

6 Ethnic and Cultural Diversity

To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.