



# AN GARDA SÍOCHÁNA POLICING PLAN 2007



A TIME FOR CHANGE



## VISION

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*‘Excellent people delivering  
policing excellence’*



## MISSION

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

## VALUES

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- ▼ Having respect for people and their needs
- ▼ Protecting human rights
- ▼ Being a courteous and caring public service
- ▼ Maintaining partnerships with the community
- ▼ Accepting individual responsibility
- ▼ Ensuring transparent public accountability
- ▼ Providing ethical leadership
- ▼ Practising disciplined professionalism
- ▼ Being honest and truthful and adhering to the principles of fairness and justice
- ▼ Promoting and accepting diversity in all its forms
- ▼ Continuously learning and embracing change

# FOREWORD



The 2007 Annual Policing Plan is the first step towards the implementation of the Garda Síochána Corporate Strategy 2007–2009. This plan marks the start of a new era in the modernisation and development of the Garda Síochána. The challenge which faces all members of the Garda Síochána is to maintain the delivery of effective policing services while simultaneously engaging in a fundamental organisational renewal programme. The 2007 Policing Plan is the first to be developed in accordance with the accountability provisions of the Garda Síochána Act, 2005. It is notable too because it includes strategic imperatives to underpin our commitment to our new vision of *'excellent people delivering policing excellence'*. The plan is focused on public safety, public confidence, and transparent public accountability; the three key public imperatives of the Corporate Strategy 2007–2009. It reflects in full the priorities for the Garda Síochána as determined by the Tánaiste and Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005.

The strategic goals in this plan indicate our determination to effectively confront the key policing challenges of State security, crime prevention and reduction, road safety, and public order maintenance. We will enhance our liaison with ethnic and culturally diverse communities to build trust and confidence. The development of a Garda Youth Strategy will be a priority in advancing appropriate Garda services for children and young people. The inclusion of strategic imperatives for transforming the Garda Síochána into a world-class organisation confirms our commitment to ensure the people in Ireland have a police service they can trust and respect. We aim during the life of this plan to develop the necessary policies and structures to enable and support our modernisation programme. We will build our capacity and capability to perform all our policing activities to the highest standards. These imperatives will allow us to take full advantage of the recommendations of the various groups currently advising me on management, leadership, administrative and operational effectiveness.

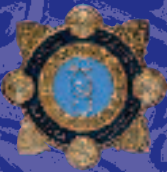
As Accounting Officer for the Garda Síochána, I will ensure a Service that is efficient, effective, and value for money. I welcome the expansion of the Garda Síochána to 14,000 members and the ongoing recruitment of 900 Garda Reserve members who will be deployed to support full-time policing. I welcome the transfer of responsibility to me for our civilian support staff who make a valuable contribution to the organisation and I look forward to the recruitment of further civilian support staff to facilitate the release of sworn officers from administrative functions. I propose to establish a new Strategic Change Management Section headed by a Deputy Commissioner.

I will initiate proposals to examine the alignment of Garda Divisional boundaries with local authority areas during 2007 and continue to develop proposals regarding the establishment of new Divisional HQ stations at Mallow, Kevin Street and Ballymun Garda Stations together with the closure of Harcourt Terrace Garda Station. Replacement stations at Finglas, Irishtown, Schull, Oranmore, Castlerea, Ballingarry, Urlingford, Donard, Swords, Castleisland, Buncrana, Carndonagh and Dromad, among other locations, will continue to be progressed during the year.

While learning from past experiences I am committed to ensuring the Garda Síochána is a professional, well-led and well-managed policing service, grounded in human rights principles and committed to real engagement with the community, the Garda Síochána Ombudsman Commission, the Garda Síochána Inspectorate and Joint Policing Committees for the benefit of all the people of Ireland.

A handwritten signature in black ink that reads "Noel Conroy". The signature is written in a cursive style and is positioned above a horizontal line.

Noel Conroy  
Commissioner of the Garda Síochána



# Priorities for the Garda Síochána for 2007

## Determined by the Tánaiste and Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005

### Organised Crime/Drugs

1. To target organised crime, including drug trafficking and the gun culture associated with it, particularly through
  - ▲ the use of specialist units and targeted operations such as Operation Anvil
  - ▲ profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in organised crime
  - ▲ delivery on Garda actions and performance targets outlined in the National Drugs Strategy
  - ▲ ongoing action by the Criminal Assets Bureau pursuant to proceeds of crime legislation.

### Terrorism

2. To continue to combat terrorist activities, with specific regard to dissident republican groups and the seizure of assets related to paramilitary activity, as well as monitoring and taking appropriate action against those who support international terrorism.

### Public safety/confidence

3. To increase public confidence in law enforcement through significantly increased high-visibility policing in the community.
4. To monitor and improve response times to emergency calls while ensuring that persons reporting any crime are dealt with sympathetically and efficiently.

### Organisational and deployment issues

5. To ensure that the ongoing expansion of the Garda Síochána to 14,000 members is fully reflected in the increase in the number of Gardaí on operational duties and in visible policing roles, with new full-time members being placed on operational duties.
6. To use the civilianisation process and the outsourcing of appropriate services to increase the number of Gardaí on operational duties.
7. To continue with the recruitment and deployment of Reserve members of the Garda Síochána with the objective of having 900 Reserve members in place throughout the State who will provide support to full-time members and improve visible policing.
8. To work with the Department of Justice, Equality and Law Reform, the Garda Inspectorate and the Ombudsman Commission to improve standards within the Service and to raise the quality and level of effectiveness of policing services provided to the community.
9. To finalise the review of 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.

### Road Traffic Law Enforcement

10. Continue to increase the strength of the Traffic Corps which will enable increased enforcement activity such as checkpoints.
11. To target drink driving, speeding and other road traffic offences, informed by appropriate data, making full use of legal powers available, thereby contributing to a reduction in deaths and serious injuries.
12. To outsource the provision and operation of speed cameras.
13. To work closely with other organisations that have a role in improved road safety.
14. To contribute, in conjunction with other authorities, to the easing of traffic congestion.

### Crime Prevention and Reduction

15. To address anti-social behaviour and behaviour adversely affecting the quality of life of communities, with particular emphasis on alcohol related behaviour (including underage drinking) and socially disadvantaged communities, especially through utilising the legal mechanisms being made available, including ASBOs, fixed charge notices and closure orders.
16. To participate fully in Joint Policing Committees.
17. To monitor registered sex offenders and cooperate with the PSNI and UK police forces so as to minimise the risk of re-offending and contribute to community safety.
18. To focus on high-value white-collar crime, particularly that of trading in contraband goods.
19. To continue the expansion of Garda Youth Diversion Schemes.
20. To take effective steps to protect vulnerable people living in isolated areas.

### Illegal immigration and trafficking in people

21. To deploy the necessary resources to tackle effectively illegal immigration and human trafficking.

COMMISSIONER



Noel Conroy  
Commissioner

DEPUTY  
COMMISSIONERS



Peter Fitzgerald  
Strategic and Resource Management



Fachtna Murphy  
Operations

ASSISTANT COMMISSIONERS



Al McHugh  
Dublin Metropolitan Region



Gerard Kelly  
Western Region



Martin Donnellan  
South Eastern Region



Michael McCarthy  
Northern Region



Ray McAndrew  
Southern Region



Dermot Jennings  
Eastern Region



Catherine Clancy  
Human Resource Management



Edward Rock  
Traffic



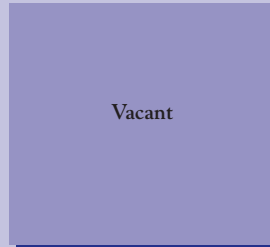
Nacie Rice  
Crime and Security



Martin Callinan  
National Support Services



Kevin Carty  
OSCE



Vacant  
Strategy and Services

DIRECTORS



Michael Culhane  
Director Of Finance



Donal Collins  
Chief Medical Officer

To maintain National

## GOAL

# 1

Actions	Performance Indicators
<p>Analyse the risks and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals</p>	<ul style="list-style-type: none"> <li>▲ Number of threat assessments prepared</li> <li>▲ Number of groups and individuals identified and profiled</li> <li>▲ Number of operations initiated</li> </ul>
<p>Enhance capability in all Garda Regions for reporting and targeting terrorist-oriented risks and threats</p>	<ul style="list-style-type: none"> <li>▲ Number of training programmes delivered</li> <li>▲ Number of persons trained</li> <li>▲ Number of intelligence reports to Crime and Security</li> <li>▲ Number of operations initiated</li> </ul>
<p>Identify and target groups and individuals with integrated criminal/subversive links</p>	<ul style="list-style-type: none"> <li>▲ Number of groups identified and profiled</li> <li>▲ Number of individuals identified and profiled</li> <li>▲ Number of operations initiated</li> <li>▲ Number of persons arrested</li> <li>▲ Number of prosecutions initiated</li> </ul>
<p>Further develop the Garda Síochána's emergency response planning and capability</p>	<ul style="list-style-type: none"> <li>▲ Number of live exercises held</li> <li>▲ Number of table-top exercises held</li> <li>▲ Number of emergency response training programmes developed</li> <li>▲ Number of benchmarks developed against best international practice</li> <li>▲ Standard operating procedures manual developed for responses to major emergencies</li> </ul>
<p>Build on existing links with our international law enforcement partners to facilitate best practice with regard to training, standard operating procedures and intelligence exchanges</p>	<ul style="list-style-type: none"> <li>▲ Number of international training programmes engaged in</li> <li>▲ Number of persons trained</li> <li>▲ Standard operating procedures developed</li> <li>▲ Number of intelligence exchanges with international law enforcement agencies</li> </ul>

# NATIONAL AND INTERNATIONAL SECURITY

## and International Security

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Assistant Commissioner Crime and Security	A secure democracy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Crime and Security	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Crime and Security	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓		✓	Assistant Commissioner Crime and Security	Response capability benchmarked against best international practice
	✓		✓		
✓			✓		
✓			✓		
	✓		✓	Assistant Commissioner Crime and Security	
	✓		✓		
✓			✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

To significantly reduce the

## GOAL

## 2

Actions	Performance Indicators
Develop and implement a Garda National Crime Reduction and Prevention Strategy	<ul style="list-style-type: none"> <li>▲ Crime Reduction and Prevention Strategy               <ul style="list-style-type: none"> <li>• developed and piloted</li> <li>• assessed</li> <li>• national plan implemented</li> </ul> </li> </ul>
Further enhance the forensic investigative capability of the Garda Síochána	<ul style="list-style-type: none"> <li>▲ Garda Forensic Awareness/Integration Strategy developed</li> <li>▲ New Forensic Science Laboratory commenced in association with our criminal justice partners</li> <li>▲ Automated Fingerprint Identification System enhancement, deployed at Garda Headquarters</li> <li>▲ DNA database established in association with our criminal justice partners</li> <li>▲ The number of accredited Scenes of Crime Examiners trained per Division</li> <li>▲ 10% increase in the number of suspects identified per crime scene examined</li> </ul>
Initiate intelligence-led operations against groups and individuals who transport illegal drugs, guns and immigrants into the State	<ul style="list-style-type: none"> <li>▲ The number of drug trafficking networks profiled and targeted at local and national level</li> <li>▲ The number of gun trafficking networks profiled and targeted at local and national level</li> <li>▲ The number of human trafficking networks profiled and targeted</li> <li>▲ The number and type of operations conducted against drug dealers and users</li> <li>▲ 2% reduction in incidents involving use of a firearm</li> <li>▲ 5% increase in the number of seizures of illegal drugs</li> <li>▲ 3% increase in the number of firearms seized</li> </ul>
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	<ul style="list-style-type: none"> <li>▲ The number of intelligence sources registered</li> <li>▲ The number of intelligence reports submitted</li> </ul>
Develop and deploy a national crime analysis capability	<ul style="list-style-type: none"> <li>▲ A Garda Síochána Analysis Centre established at Garda Headquarters</li> <li>▲ Crime trends and patterns identified and disseminated at local and national level</li> <li>▲ The number of crime analysts deployed to Garda Regions</li> </ul>
Enhance the Garda Síochána's serious crime investigation management capability	<ul style="list-style-type: none"> <li>▲ The number of Divisional Senior Investigating Officers trained</li> <li>▲ Standard operating procedures for serious crime investigations developed</li> <li>▲ The number of Divisional personnel trained in specialist crime investigation techniques</li> <li>▲ Detective Inspector deployed to each Division</li> </ul>
Target high-volume crime categories	<ul style="list-style-type: none"> <li>▲ 2% reduction in burglary incidents</li> <li>▲ 2% reduction in theft from MPV incidents</li> <li>▲ 2% reduction in theft from shop incidents</li> <li>▲ 2% reduction in other thefts</li> <li>▲ 2% reduction in criminal damage incidents</li> </ul>



# GOAL TWO - CRIME

## incidence of crime and criminal behaviour

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
	✓	✓	✓	Assistant Commissioner National Support Services and Assistant Commissioner Strategy and Services	Overall crime reduced by 2% in 2007
	✓	✓	✓	Assistant Commissioner National Support Services	
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		Assistant Commissioner Crime and Security and Each Regional Assistant Commsner
✓	✓	✓	✓	Assistant Commissioner Crime and Security	
✓	✓		✓	Assistant Commissioner National Support Services and Assistant Commissioner Human Resource Management	Overall detection rate increased by 2% in 2007
✓	✓		✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

# STRATEGIC GOAL THREE -

To significantly reduce the incidence

## GOAL

# 3

Actions	Performance Indicators
Produce an Annual Garda Road Safety and Traffic Implementation Plan	<ul style="list-style-type: none"> <li>▲ Annual Garda Road Safety and Traffic Implementation Plan</li> <li>▲ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones and to develop appropriate responses</li> <li>▲ Consultations with key external and internal stakeholders to improve road safety</li> </ul>
Build traffic policing capability and enhance results	<ul style="list-style-type: none"> <li>▲ Monthly traffic policing results report published</li> <li>▲ Dedicated Traffic Superintendent appointed in each Region</li> <li>▲ Dedicated Traffic Inspector appointed in each Division</li> <li>▲ Number of members and vehicles allocated to the Garda Traffic Corps per quarter</li> <li>▲ Number of members trained in each Division in Forensic Collision Investigation</li> <li>▲ Number of outsourced fixed speed cameras deployed</li> </ul>
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> <li>▲ 10% increase in the number of Mandatory Alcohol Tests conducted</li> <li>▲ 10% increase in the number of detections for drink driving</li> <li>▲ 10% increase in the number of detections for drug driving</li> <li>▲ 10% increase in the number of detections for careless and dangerous driving</li> <li>▲ 10% increase in the number of detections for speeding offences</li> <li>▲ 10% increase in the number of FCPS notices issued</li> <li>▲ 10% increase in the number of detections for failure to wear seat belts</li> <li>▲ 10% increase in the number of detections in Collision Prone Zones per Garda Division</li> <li>▲ 10% increase in the number of detections of offences under Road Transport Regulations</li> <li>▲ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers</li> </ul>
Collaborate to deliver a traffic management strategy	<ul style="list-style-type: none"> <li>▲ A traffic management strategy developed</li> <li>▲ Standard Operating Procedures for the management of road traffic in emergencies and at public events</li> </ul>
Further develop collision and incident analysis capability to improve road safety	<ul style="list-style-type: none"> <li>▲ A national traffic collision database set up at Garda National Traffic Bureau</li> <li>▲ Number of Collision Prone Zones identified and categorised in each Garda Division</li> </ul>
Develop and deploy a Garda Road Safety Awareness and Education Strategy	<ul style="list-style-type: none"> <li>▲ A Garda Road Safety Awareness Communications Programme developed</li> <li>▲ Number of Garda Road Safety Awareness presentations</li> <li>▲ Deploy a Road Safety Awareness Communications Programme to each school in Ireland</li> <li>▲ Six presentations on Crimecall in relation to Road Safety</li> </ul>

# TRAFFIC AND ROAD SAFETY

of fatal and serious injuries and improve road safety

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓	✓			Assistant Commissioner Traffic	Reduce fatal and serious injury traffic collisions in line with Government Road Strategy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Traffic and Each Regional Assistant Commissioner	
	✓		✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Traffic and Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓				Assistant Commissioner Traffic	
✓	✓	✓	✓		
	✓			Assistant Commissioner Traffic and Each Regional Assistant Commissioner	
		✓	✓		
		✓	✓		
✓	✓	✓	✓		

## To significantly reduce the incidence of

### GOAL

# 4

Actions	Performance Indicators
<p>Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas</p>	<ul style="list-style-type: none"> <li>▲ Risk assessment of public order problems undertaken and action plans implemented at Divisional level</li> <li>▲ The number of interagency consultation meetings and recorded agreements</li> <li>▲ The number of interagency anti-social behaviour initiatives implemented at Divisional level</li> <li>▲ The number of proposals for CCTV agreed at local level</li> </ul>
<p>Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans</p>	<ul style="list-style-type: none"> <li>▲ The number of 'Hot Spots' identified at Divisional level</li> <li>▲ The number of Closure Orders applied for per Division for businesses identified as contributors to public disorder and anti-social behaviour</li> <li>▲ The number of Gardaí in each Division who have undergone Public Order training and are available for deployment</li> <li>▲ The number of Divisional Public Order Unit deployments on prevention and enforcement duties</li> </ul>
<p>Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises</p>	<ul style="list-style-type: none"> <li>▲ Measure the level of underage drinking and illegal drug use at local level</li> <li>▲ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division</li> <li>▲ Volume of intelligence on levels and patterns of trading in illegal drugs per Division</li> <li>▲ The number of interagency prevention and diversion programmes per Division</li> <li>▲ The number of licence holders briefed on Garda enforcement strategies and concerns per Division</li> <li>▲ The number of detections for sale/supply of illegal drugs</li> <li>▲ The number of detections for sale/supply of alcohol to underage persons</li> <li>▲ The number of applications for closure of licensed premises</li> <li>▲ The number of prosecutions of licence holders for allowing drunkenness on the premises</li> </ul>
<p>The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division</p>	<ul style="list-style-type: none"> <li>▲ 'Feeling of Safety' survey conducted</li> <li>▲ Identified issues analysed by the Garda Research Unit</li> <li>▲ The number of identified issues actioned at Divisional level</li> </ul>

# FOUR - PUBLIC ORDER

## public disorder and anti-social behaviour in our communities

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓				Each Regional Assistant Commissioner	Garda satisfaction rate increased by 2%
✓	✓	✓	✓		
	✓	✓	✓		
✓	✓	✓	✓		
✓				Each Regional Assistant Commissioner	Reduced number of youths involved in crime
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓	✓	✓	Each Regional Assistant Commissioner	

# STRATEGIC GOAL FIVE -

To provide equal protection and appropriate

## GOAL

# 5

Actions	Performance Indicators
Provide protection and redress against racist incidents	<ul style="list-style-type: none"> <li>▲ Record and investigate all racist incidents</li> <li>▲ The number of prosecutions associated with racist incidents</li> <li>▲ The number of referrals to victim support organisations relating to racist incidents</li> </ul>
Build trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ Progress report on the Garda Human Rights Implementation Plan</li> <li>▲ Survey conducted with ethnic and culturally diverse groups on satisfaction with the Garda service</li> <li>▲ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities</li> <li>▲ The number of Ethnic Liaison Officer meetings and evaluation reports prepared</li> <li>▲ Audit of processes and procedures relating to the quality and effectiveness and human rights compliance of the Garda Síochána's immigration service</li> </ul>
Communicate effectively with ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ The number of meetings per Division with ethnic and culturally diverse communities</li> <li>▲ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees</li> <li>▲ The volume of Garda multilingual information material</li> <li>▲ Directory of available interpreters for use by the Garda Síochána developed and distributed to each Division</li> <li>▲ Increased availability of diverse language training throughout the Garda Síochána</li> </ul>
Ensure that the Garda service is representative of the community we serve	<ul style="list-style-type: none"> <li>▲ Proactive advertisement and recruitment programme for ethnic and culturally diverse applicants</li> <li>▲ The number of persons from ethnic and culturally diverse communities joining the Garda Síochána</li> <li>▲ Organisational support mechanisms established to ensure the retention of members from ethnic and culturally diverse communities</li> </ul>

# ETHNIC AND CULTURAL DIVERSITY

service, while nurturing mutual respect and trust

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each Regional Assistant Commissioner	Public confidence increased by 2%
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Human Resource Management	
✓	✓	✓	✓	Assistant Commissioner Strategy and Services	
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓	Assistant Commissioner National Support Services	
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓				
✓	✓	✓	✓		
		✓		Assistant Commissioner Human Resource Management	
✓	✓	✓	✓		
✓	✓	✓	✓		

# STRATEGIC GOAL SIX -

To build a Garda service that reflects



## GOAL

# 6

Actions	Performance Indicators
<p>Develop the Garda Síochána National Model of Community Policing</p>	<ul style="list-style-type: none"> <li>▲ Public consultations to inform the development of the Garda Síochána National Model of Community Policing</li> <li>▲ Pilot the Garda Síochána National Model of Community Policing at Divisional level</li> <li>▲ The number of Gardaí employed full-time on Community Policing</li> <li>▲ The number of active Community Alert/ Neighbourhood Watch schemes in operation</li> </ul>
<p>Develop a Youth Strategy to advance appropriate Garda services for children and young people</p>	<ul style="list-style-type: none"> <li>▲ Assessment of Garda youth-related services</li> <li>▲ Consult with youth service providers to inform proposed new strategy</li> <li>▲ Produce draft strategy for consideration</li> <li>▲ Implement strategy at Divisional level</li> </ul>
<p>Enhance victim-related services</p>	<ul style="list-style-type: none"> <li>▲ Appoint a Superintendent as Victim Liaison Officer in Community Relations</li> <li>▲ The number of referrals to victim support organisations</li> <li>▲ The number of Family Liaison Officers appointed and trained</li> <li>▲ 2% reduction in the level of repeat victimisation</li> </ul>
<p>Engage fully in Joint Policing Committees and local policing fora</p>	<ul style="list-style-type: none"> <li>▲ Garda policy on Joint Policing Committees developed</li> <li>▲ The number of meetings attended by Gardaí</li> <li>▲ The number of recommendations from Joint Policing Committees included in Divisional and District Policing Plans</li> <li>▲ The number of community based CCTV systems supported</li> </ul>
<p>Ensure a visible public Garda presence within the community and particularly in RAPID areas</p>	<ul style="list-style-type: none"> <li>▲ 5% increase in the satisfaction with Garda visibility in the locality</li> <li>▲ The number of visible patrols</li> <li>▲ The number of visible patrols in RAPID areas</li> <li>▲ The number of initiatives implemented in RAPID areas</li> </ul>



# COMMUNITY ENGAGEMENT

the needs and priorities of the people of Ireland

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓				Assistant Commissioner Strategy and Services	A Garda service that reflects the needs and priorities of the people of Ireland
		✓			
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓			Assistant Commissioner Strategy and Services	
	✓		✓		
✓				Assistant Commissioner Strategy and Services	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓				Assistant Commissioner Strategy and Services and Each Regional Assistant Commissioner	
✓	✓	✓	✓		
			✓		
✓	✓	✓	✓		
			✓	Assistant Commissioner Strategy and Services and Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

# STRATEGIC IMPERATIVES

Strategic Imperatives	Strategic Objectives
To develop the Garda Síochána operations management capabilities	We will ensure that the Garda Síochána operations policing processes match best international standards
To develop the Garda Síochána into a world-class organisation	We will ensure that best policing and business practices apply in the Garda Síochána
To engage, train, develop and motivate staff	We will ensure that the Garda Síochána is staffed by well-trained, competent, capable and committed people who display high morale
To renew and invigorate the culture of the Garda Síochána	We will engage in organisational renewal and embed a culture of public service grounded in honesty, integrity, respect, professionalism and accountability
To ensure that the Garda Síochána is a well-led and well-managed organisation	We will develop our management and leadership capability in line with best international practices
To develop an excellent customer relationship model in the Garda Síochána	We will continuously assess and review our service to all our customers

The Garda Síochána has committed itself to a significant programme of reform and modernisation to enable the Service to meet the challenges and dynamics of the modern policing environment. The delivery of its strategic imperatives will provide the building blocks underpinning the organisational renewal planned for the Garda Síochána over the three-year lifecycle of the Garda Síochána Corporate Strategy 2007–2009. During 2007, the focus will be on developing plans and policies for management and leadership performance, training and development, cultural renewal, operational effectiveness, and customer relationships. The imperatives and objectives will be implemented through a series of continuous improvement projects. The delivery of each strategic imperative will be project-managed and monitored according to best practice using a strategic imperative implementation framework that will ensure tangible results and organisational improvement.

Action	2007 Targets
<p>Each of the Strategic Imperatives will be project-managed by a nominated Assistant Commissioner using the terms of reference listed in the Garda Síochána Corporate Strategy 2007-2009.</p>	<p>Q1 Status Report</p> <p>Q2 Status Report</p> <p>Q3 Interim Report</p> <p>Q4 Final Report and Implementation Plan</p>

# Strategic Imperative Implementation Framework

The Strategic Imperative Implementation Framework will be project-managed as set out in Figure 1

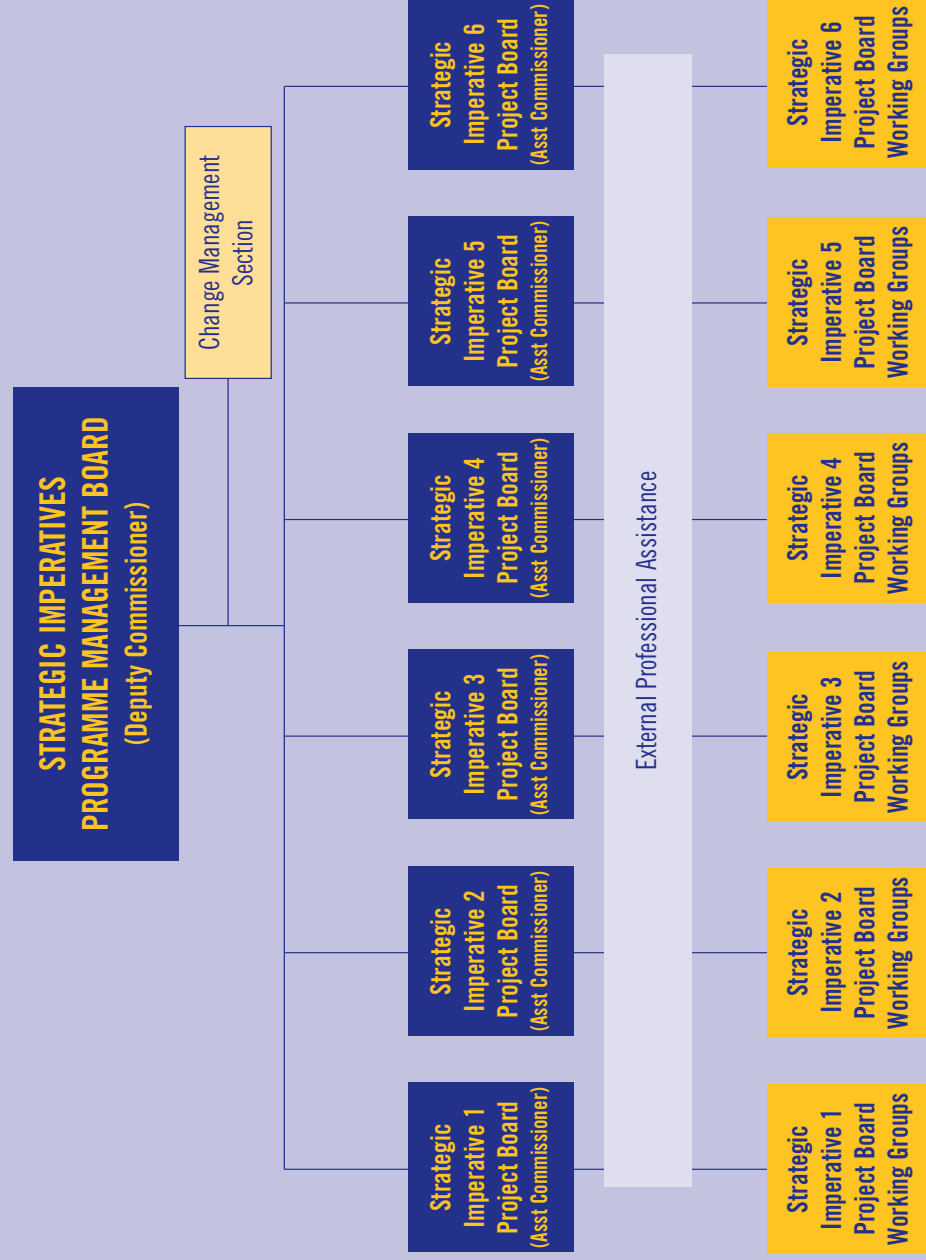


Figure 1