



# AN GARDA SÍOCHÁNA POLICING PLAN 2008



A TIME FOR CHANGE



## VISION

*‘Excellent people delivering  
policing excellence’*



## MISSION

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

## VALUES

- *Having respect for people and 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*
- *Practicing 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 2008 Annual Policing Plan is a continuation towards the implementation of the Garda Síochána Corporate Strategy 2007-2009. The plan continues with the modernisation and development of the Garda Síochána. It is focused on public safety, public confidence and transparent public accountability, the three key imperatives of the corporate strategy. It includes the priorities for the Garda Síochána as determined by the 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. The plan includes the pursuit of strategic imperatives to transform the Garda Síochána into a world-class organisation and to ensure that the people of Ireland have an efficient and effective police service. The plan gives effect to many of the recommendations of the various groups currently advising me on management, on leadership, and on administrative and operational effectiveness.

As Accounting Officer for the Garda Síochána, I will ensure a service that is efficient, effective and that delivers value for money. I welcome the expansion of the Garda Síochána including the Garda Reserve and civilian support staff, including those people who have joined us from ethnic and culturally diverse communities. This year's plan makes a commitment to increasing our recruitment across ethnic and culturally diverse communities. I welcome the appointment of the new Chief Administrative Officer and I look forward to the further recruitment of civilian staff at senior level.

The plan contains proposals to realign Regional, Divisional, District and Sub-District boundaries to make them coterminous with local authority boundaries. This will facilitate the establishment and working of Joint Policing Committees in accordance with the provisions of the Garda Síochána Act 2005.

I am committed to ensuring that 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.

M.F. Murphy  
Commissioner of the Garda Síochána

### Priorities for the Garda Síochána for 2008

#### Determined by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Acts 2005 to 2007

#### Gun crime, organised crime and drugs

1. To target gun crime, organised crime and drug trafficking, particularly through
  - the use, in particular, of specialist units and targeted operations such as Operation Anvil
  - profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in these categories of crime
  - delivery on Garda actions and performances set out in the National Drugs Strategy
  - the pursuit by the Criminal Assets Bureau of the proceeds of crime, including, through the presence of enhanced liaison arrangements between Garda Divisions and CAB, the assets of those engaged at any level in drug dealing
  - enhanced activities by the Drugs Units and the Force focusing, in particular, on places throughout the country where the presence of drug dealing and the use of illicit drugs is likely.

#### Terrorism

2. To continue to combat terrorist activities specifically the threat posed by dissident paramilitary groups and those who would use Ireland as a base for international terrorism.

#### Road traffic law enforcement

3. To meet the targets to be established in the new Road Safety Strategy - all efforts of An Garda Síochána in this regard to be prioritised on the basis of risk assessments in terms of road safety.
4. To contribute, in conjunction with other authorities responsible, to the easing of road traffic congestion.

#### Public order

5. To combat, particularly in cooperation with other agencies and the community generally, the problems of public disorder with particular emphasis on alcohol-related behaviour (including underage drinking) and socially disadvantaged communities especially through utilisation of the legal mechanisms being made available viz. ASBOs and behaviour warnings, closure orders, fixed-penalty notices.

#### Joint policing committees

6. To participate fully in the roll-out of Joint Policing Committees in all local authority areas, allowing greater responsiveness to local policing needs and the forging of local partnerships in addressing issues.

#### Deployment

7. To increase the proportion of Gardaí on operational duty, including through increased civilian support.
8. To increase the level of high-visibility patrols, including through greater use of marked vehicles, linked to the development during 2008 of a Garda Charter which will set out targeted response times and levels of service, including frequency of high-visibility patrols.
9. Increased deployment should have particular regard to the policing needs of RAPID areas.

#### Resources

10. To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.
11. To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

#### Crime prevention and reduction

12. To expand the juvenile liaison scheme to meet emerging needs in this area.
13. To continue the expansion of the Garda Youth Diversion Projects.
14. To monitor registered sex offenders and cooperate in particular with the PSNI and UK police forces so as to minimise the risk of re-offending thereby contributing to community safety.
15. To build on initiatives to combat homophobic and race crimes.
16. To cooperate with COSC in curbing the problem of domestic violence.
17. To take effective steps to protect vulnerable people living in isolated areas.
18. To target the use of knives for violent attacks.
19. To focus on high-value white-collar crime, particularly that of trading in contraband goods.

#### Illegal immigration

20. To deploy the necessary resources to tackle effectively illegal immigration.

#### Human trafficking

21. To deploy the necessary resources, including international cooperation with other agencies, to deal with the issue of human trafficking.

## STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

*To maintain national and international security*

Action	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Identify and analyse the threats to national and international security	• 100% of identified threats, assessed, categorised and recorded	✓	✓	✓	✓	Assistant Commissioner Crime and Security	<b>All threats against the State’s national and international security contained to ensure a secure democracy</b>
	• 100% of identified groups and individuals profiled	✓	✓	✓	✓	Each Regional Assistant Commissioner	
Initiate responses to the identified threats	• 100% of operations against identified targets initiated	✓	✓	✓	✓	Assistant Commissioner Crime and Security	
	• Number of individuals arrested and prosecuted for terrorist/subversive offences	✓	✓	✓	✓	Each Regional Assistant Commissioner	
Enhance the Garda capability to anticipate and respond proactively to national and international threats	• National Critical Infrastructure Security Plan developed		✓			Assistant Commissioner Crime and Security	
	• 100% achievement of a needs analysis of the Garda counterterrorist training requirements		✓				
	• 100% participation in identified and approved international security training programmes	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 100% of major emergency plans reviewed and updated		✓				

### STRATEGIC GOAL TWO – CRIME

*To significantly reduce the incidence of crime and criminal behaviour*

Action	Performance Indicator	Targeted Timeframe				Process Owner	Outcome	
		Q1	Q2	Q3	Q4			
Complete and implement the National Crime Reduction and Prevention Strategy	• Strategy completed			✓		Assistant Commissioner Strategy	Overall crime reduced by 2%	
	• National implementation commenced				✓	Assistant Commissioner National Support Services Each Regional Assistant Commissioner		
Enhance the forensic and investigative capability of the Garda Síochána	• Evaluation of Scenes of Crime pilot in each Region completed				✓	Assistant Commissioner National Support Services		Overall detection rate increased by 2%
	• Accredited training in Scenes of Crime in each Division developed	✓	✓	✓	✓	Each Regional Assistant Commissioner		
	• Regional Forensic Seminar conducted (one per Region)	✓	✓	✓	✓	Assistant Commissioner National Support Services Each Regional Assistant Commissioner		
	• Forensic Service Advisory Forum completed			✓		Assistant Commissioner National Support Services		
	• Preparation for establishment of DNA Database completed		✓			Each Regional Assistant Commissioner		
	• Establishment of Crime Scene Investigation Team in each Garda Division completed			✓		Assistant Commissioner National Support Services		
Proactively target groups and individuals engaged in gun crime	• 5% increase in the number of detections as a result of forensic examination and identification	✓	✓	✓	✓	Assistant Commissioner National Support Services		
	• Tactical training provided for all certified and authorised firearms personnel	✓	✓	✓	✓	Assistant Commissioner Human Resource Management		
	• Second-Tier Firearm Response Units established and deployed		✓	✓	✓	Assistant Commissioner Crime and Security		
Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within the State	• 5% increase in Operation Anvil Firearm Prevention patrols	✓	✓	✓	✓	Each Regional Assistant Commissioner		
	• 5% increase in intelligence-led operations against drug, gun and human trafficking networks	✓	✓	✓	✓	Assistant Commissioner National Support Services		
	• 5% increase in intelligence-led operations against street-level drug dealers	✓	✓	✓	✓	Assistant Commissioner Crime and Security		
	• Relevant sections of the National Drugs Strategy implemented	✓	✓	✓	✓	Each Regional Assistant Commissioner		

<b>STRATEGIC GOAL TWO – CRIME</b> <i>To significantly reduce the incidence of crime and criminal behaviour</i>							
Action	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Enhance the Garda Síochána's serious crime investigations capability	• The national deployment of fifteen senior investigation officers completed		✓			Deputy Commissioner Operations	Overall crime reduced by 2%
	• Suite of world-class standard operating procedures for the investigation of serious crime developed and deployed			✓		Deputy Commissioner Strategy and Change Management	
Maximise the Garda Síochána's intelligence gathering and management capability to target, prevent and solve crime.	• 10% increase in the number of registered intelligence sources	✓	✓	✓	✓	Assistant Commissioner National Support Services	
	• 10% increase in the number of intelligence reports submitted	✓	✓	✓	✓	Assistant Commissioner Crime and Security	
	• Four Criminal Intelligence Officer forums convened per Region	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 20% increase in the number of trained Divisional Criminal Assets Profilers	✓	✓	✓	✓	Assistant Commissioner Crime and Security	
Develop national and regional crime analysis capability	• Analysis Centre at Garda Headquarters established	✓				Each Regional Assistant Commissioner	
	• Analytical service supporting National Support Services and Headquarters established		✓				
	• Analytical service supporting Regions established			✓			
Proactively target high-volume and high-impact crime including domestic violence and sexual crime	• 2% reduction in high-volume crime	✓	✓	✓	✓	Assistant Commissioner National Support Services	
	• Senior investigation officers utilised in the investigation of all high-impact crime		✓	✓	✓		
	• Officer from Domestic Violence and Sexual Assault Investigation Unit (DVSAIU) appointed as liaison with COSC – the National Office for the Prevention of Domestic, Sexual and gender-based Violence	✓				Each Regional Assistant Commissioner	
	• Quarterly meetings held between DVSAIU management and COSC management to enhance the services provided to victims of domestic violence and sexual crimes	✓	✓	✓	✓		
Manage the risk posed by sex offenders	• Monitor sex offenders to ensure their compliance with the terms of the Sexual Offenders Act 2001	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• Utilise community Gardaí to monitor the movement of sex offenders	✓	✓	✓	✓		
	• Monitor, in conjunction with external police forces, the arrival of high-risk sex offenders into the State	✓	✓	✓	✓	Assistant Commissioner National Support Services	
	• Liaise with Internet Service Providers to develop reduction strategies in relation to the availability of child pornography on the internet	✓	✓	✓	✓		
	• Conference with the Probation and Welfare Service and external police forces held	✓					
	• Seminars for Inspectors to familiarise them with legislative changes held		✓		✓		

### STRATEGIC GOAL THREE – TRAFFIC

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

Action	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Targeted enforcement of road traffic and road transport legislation	• 10% increase in detections for driving while intoxicated, speeding and road transport offences achieved	✓	✓	✓	✓	Assistant Commissioner Traffic	Safer roads in Ireland
	• 5% increase in seat belt detection achieved	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 5% reduction in fatal and serious injury collisions achieved	✓	✓	✓	✓		
Targeted intelligence-led operations against offending young drivers	• 10% reduction in fatal and serious injury collisions involving drivers in the 17–26 year age group	✓	✓	✓	✓	Assistant Commissioner Traffic Each Regional Assistant Commissioner	
Increase organisational capability in Traffic Policing	• Traffic Corps strength increased to 1,200	✓	✓	✓	✓	Assistant Commissioner Traffic	
	• Role-specific training provided to all appointed personnel	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• Vehicles allocated to Traffic Corps in line with planned transport model	✓	✓	✓	✓		
Utilise automated technology to enhance traffic operations	• 100% review of existing Collision Prone Zones achieved and disseminated by the Garda National Traffic Bureau	✓				Assistant Commissioner Traffic Each Regional Assistant Commissioner	
	• Progressed the outsourcing of the provision and operation of Safety Cameras			✓			
	• Business-case developed for Automated Number Plate Recognition/speed monitoring systems installation in 100 Garda vehicles	✓					
Promote road safety	• Complete and implement the Garda Road Safety Awareness Communications Programme	✓	✓	✓	✓	Assistant Commissioner Traffic	
	• 10% increase in Road Safety Promotion information achieved in schools and colleges	✓	✓	✓	✓	Each Regional Assistant Commissioner	
Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy	• Number of road safety initiatives completed in association with the Road Safety Authority	✓	✓	✓	✓	Assistant Commissioner Traffic	
	• Number of traffic management initiatives completed in association with other stakeholders	✓	✓	✓	✓		

### STRATEGIC GOAL FOUR – PUBLIC ORDER

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

Action	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals involved in anti-social behaviour	• 10% increase in the number of targeted Public Order Patrols achieved	✓	✓	✓	✓	Each Regional Assistant Commissioner	To increase the 'feeling of public safety' by 10%
	• 15% increase in the number of arrests for incidents of public disorder achieved	✓	✓	✓	✓		
	• Number of Behaviour Warnings issued under the Criminal Justice Act 2006	✓	✓	✓			
	• Number of Good Behaviour Contracts issued	✓	✓	✓	✓		
In consultation with community and statutory groups and elected representatives, identify and target local public order and anti-social behaviour 'hot-spots' through weekly review, and put in place responsive actions and plans	• 100% of locally identified 'hot-spots' targeted through specific operational plans	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 5% reduction in incidents of public disorder	✓	✓	✓	✓		
	• Marketing campaign directed at the carrying of knives in contravention of the Firearms and Offensive Weapons Act 1990 completed		✓				
	• The number of people prosecuted under the Firearms and Offensive Weapons Act 1990	✓	✓	✓	✓		
Enforce the law dealing with alcohol and drug-related anti-social behaviour	• 5% reduction in incidents of assaults and criminal damage	✓	✓	✓	✓	Each Regional Assistant Commissioner	
Maximise the use of CCTV technology	• Number of CCTV Systems commissioned	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 10% additional locations for Garda CCTV schemes identified	✓	✓	✓	✓		
Conduct an analysis of the findings of the Public Attitudes Survey 2007 with a view to developing initiatives to address 'feeling of safety' issues	• Strategy developed and implemented to address analysis findings		✓			Each Regional Assistant Commissioner	



### STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Develop a Garda Diversity Strategy	<ul style="list-style-type: none"> <li>Garda Diversity Strategy developed and implemented</li> </ul>	✓				Assistant Commissioner Human Resource Management  Each Regional Assistant Commissioner	Public confidence increased by 2%
Ensure that the Garda Síochána is an organisation representative of the community it serves	<ul style="list-style-type: none"> <li>Two marketing campaigns focusing on recruitment from ethnic minority groups completed</li> </ul>	✓		✓		Assistant Commissioner Human Resource Management  Each Regional Assistant Commissioner	
	<ul style="list-style-type: none"> <li>5% of new entrants to the Garda Síochána from ethnic minority communities achieved (full-time/reserves/civilian support staff)</li> </ul>	✓	✓	✓	✓	Each Regional Assistant Commissioner	
Evaluate the effectiveness of the Garda Racial and Intercultural Office and enhance its capability	<ul style="list-style-type: none"> <li>Evaluation completed and recommendations implemented</li> </ul>	✓				Assistant Commissioner Strategy	
Develop effective policing approaches for minority and marginalised groups and communities	<ul style="list-style-type: none"> <li>Best practice guidelines for delivery of a policing service to a specific minority group developed and deployed</li> </ul>	✓				Assistant Commissioner Strategy  Each Regional Assistant Commissioner	
Enhance the Garda Síochána ethnic and cultural services	<ul style="list-style-type: none"> <li>100% of Community Gardaí trained as Ethnic Liaison Officers</li> </ul>	✓	✓	✓	✓	Assistant Commissioner Human Resource Management  Assistant Commissioner Strategy  Each Regional Assistant Commissioner	

### STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

Action	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Develop and implement the Garda Síochána National Model of Rural and Urban Community Policing	• Development of the National Model of Rural and Urban Community Policing completed	✓				Assistant Commissioner Strategy	A Garda service that reflects the needs and priorities of the people of Ireland
	• Implementation of the National Model of Rural and Urban Community Policing completed		✓	✓	✓	Each Regional Assistant Commissioner	
Implement policy relating to Neighbourhood Watch / Community Alert schemes	• A Neighbourhood Watch / Community Alert committee established in every Garda Division	✓	✓	✓	✓	Assistant Commissioner Strategy	
	• A Neighbourhood Watch / Community Alert established Committee in every Garda District	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 100% of existing Neighbourhood Watch / Community Alert schemes reviewed	✓	✓	✓	✓		
	• All issues identified in the reviews to be addressed in Divisional and District policing plans	✓	✓	✓	✓		
Implement the Garda Youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	• Seven additional Juvenile Liaison Officers appointed	✓	✓			Assistant Commissioner Strategy	
	• Identify suitable locations for the further development of Garda Youth Diversion Projects in consultation with the Irish Youth Justice Service	✓	✓	✓	✓		
Build and utilise Garda capability in the provision of victim-related services	• 100% of crime victims notified in writing of the contact details of investigating Gardaí and, where appropriate, the availability of victim support services	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• Two trained Family Liaison Officers (FLO) appointed in every Garda District	✓	✓	✓	✓		
	• 100% utilisation of the services of FLOs in investigations involving a fatality and in all other investigations as deemed appropriate by the District Officer	✓	✓	✓	✓		
Engage fully in Joint Policing Committees and local policing fora	• Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) as appropriate	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• Recommendations from JPCs to inform all Divisional and District plans as appropriate	✓	✓	✓	✓		
Implement the Garda High-Visibility Project	• 10% increase achieved in visibility as measured by the Public Attitudes Survey 2008			✓		Assistant Commissioner Strategy	
	• Four high-visibility foot patrols completed per month by senior Garda management	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 10% increase in the number of marked vehicles in the Garda fleet	✓	✓	✓	✓		
	• 10% increase in the number of high-visibility patrols in RAPID areas	✓	✓	✓	✓		

## STRATEGIC IMPERATIVES

<i>Strategic Imperative</i>	<i>Change Improvement Project</i>	<i>Timeframe</i>	<i>Ownership</i>
To develop the Garda Síochána operations management capabilities	Toolbox/Garda Investigator's Briefcase  Develop a Crime and Business Analysis Capability	Pilot in selected locations – Q1 National roll-out – Q3  Analytical support to all Regions – Q3	Assistant Commissioner Crime and Security
To develop the Garda Síochána into a world-class organisation	Develop a Risk Management Register and Matrix  Identify and document the organisational requirements for 'The PULSE Portal'	Project completed – Q4  Full implementation – Q4	Assistant Commissioner South Eastern Region
To engage, train, develop and motivate staff	Review of Student/Probationer Training Programme  Human Resource Strategy 2008–2009	Review completed – Q3  SWOT analysis and project initiation process completed – Q1	Assistant Commissioner Human Resource Management
To renew and invigorate the culture of the Garda Síochána	High-Visibility Strategy and Implementation Plan  Assessment of the culture of the organisation and appropriate interventions	Project completed – Q1  Project completed – Q2	Assistant Commissioner Strategy
To ensure that the Garda Síochána is a well-led and well-managed organisation	Evaluation Report of Garda Executive Leadership Programme  Code of Ethics	Project completed – Q1  Project completed – Q2	Assistant Commissioner Dublin Metropolitan Region
To develop an excellent customer relationship model in the Garda Síochána	Renew and deploy a Customer Relationship Model	Project completed – Q2	Assistant Commissioner Western Region

## Boundary Changes

The Commissioner proposes making changes to Regional, Divisional, District and Sub District boundaries to realign Garda geographical areas with local authority boundaries. This will generate greater efficiencies and effectiveness in facilitating the establishment and working of Joint Policing Committees in accordance with the provisions of Section 22(1) of the Garda Síochána Act, 2005:

Existing Regional and Divisional Boundaries		Proposed Regional and Divisional Boundaries	
<b>Eastern Region</b>	<b>Regional Headquarters</b>	<b>Eastern Region</b>	<b>Regional Headquarters</b>
	Mullingar		Mullingar
<b>Division</b>	<b>Divisional Headquarters</b>	<b>Division</b>	<b>Divisional Headquarters</b>
Louth / Meath	Drogheda	Meath <i>(New Division)</i>	Navan <i>(New Divisional Headquarters)</i>
Carlow / Kildare	Naas	Kildare <i>(New Division)</i>	Naas <i>(Existing Divisional Headquarters)</i>
Laois / Offaly	Portlaoise	Laois / Offaly	Portlaoise
Longford / Westmeath	Mullingar	Westmeath <i>(New Division)</i>	Mullingar <i>(Existing Divisional Headquarters)</i>
		Wicklow <i>(New Division)</i>	Bray <i>(New Divisional Headquarters)</i>
<b>Northern Region</b>	<b>Regional Headquarters</b>	<b>Northern Region</b>	<b>Regional Headquarters</b>
	Sligo		Cavan <i>(New Regional Headquarters)</i>
<b>Division</b>	<b>Divisional Headquarters</b>	<b>Division</b>	<b>Divisional Headquarters</b>
Sligo / Leitrim	Sligo	Sligo / Leitrim	Sligo
Donegal	Letterkenny	Donegal	Letterkenny
Cavan / Monaghan	Monaghan	Cavan / Monaghan	Monaghan
		Louth <i>(New Division)</i>	Drogheda <i>(Existing Divisional Headquarters)</i>
<b>Western Region</b>	<b>Regional Headquarters</b>	<b>Western Region</b>	<b>Regional Headquarters</b>
	Galway City		Galway City
<b>Division</b>	<b>Divisional Headquarters</b>	<b>Division</b>	<b>Divisional Headquarters</b>
Galway West	Galway City	Galway <i>(New Division)</i>	Galway City <i>(Existing Divisional Headquarters)</i>
Roscommon / Galway East	Roscommon	Roscommon / Longford <i>(New Division)</i>	Roscommon <i>(Existing Divisional Headquarters)</i>
Mayo	Castlebar	Mayo	Castlebar
Clare	Ennis	Clare	Ennis
<b>South Eastern Region</b>	<b>Regional Headquarters</b>	<b>South Eastern Region</b>	<b>Regional Headquarters</b>
	Kilkenny		Kilkenny
<b>Division</b>	<b>Divisional Headquarters</b>	<b>Division</b>	<b>Divisional Headquarters</b>
Waterford / Kilkenny	Waterford	Waterford <i>(New Division)</i>	Waterford <i>(Existing Divisional Headquarters)</i>
Wicklow / Wexford	Wexford	Wexford <i>(New Division)</i>	Wexford <i>(Existing Divisional Headquarters)</i>
Tipperary	Thurles	Tipperary	Thurles
		Carlow / Kilkenny <i>(New Division)</i>	Kilkenny <i>(New Divisional Headquarters)</i>

Existing Regional and Divisional Boundaries		Proposed Regional and Divisional Boundaries	
<b>Southern Region</b>	<b>Regional Headquarters</b>	<b>Southern Region</b>	<b>Regional Headquarters</b>
	Anglesea Street, Cork City		Anglesea Street, Cork City
<b>Division</b>	<b>Divisional Headquarters</b>	<b>Division</b>	<b>Divisional Headquarters</b>
Cork North	Fermoy	Cork North	Mallow <i>(New Divisional Headquarters)</i>
Cork City	Anglesea Street, Cork City	Cork City <sup>1</sup>	Anglesea Street, Cork City
Cork West	Bandon	Cork West	Bandon
Kerry	Tralee	Kerry	Tralee
Limerick	Henry St	Limerick	Henry St
<b>Dublin Metropolitan Region</b>			
<b>Dublin Metropolitan Region</b>	<b>Regional Headquarters</b>	<b>Dublin Metropolitan Region<sup>2</sup></b>	<b>Regional Headquarters</b>
	Harcourt Square		Harcourt Square
<b>Division</b>	<b>Divisional Headquarters</b>	<b>Division</b>	<b>Divisional Headquarters</b>
DMR North	Santry	DMR North <i>Balbriggan District will be permanently realigned from the existing Division of Louth / Meath into the DMR North during 2008.</i>	Santry
DMR South	Crumlin	DMR South	Crumlin <sup>3</sup>
DMR East	Dun Laoghaire	DMR East <i>Bray District will be permanently realigned from the existing Division of DMR East into the Wicklow Division during 2008.</i>	Dun Laoghaire
DMR West	Blanchardstown	DMR West	Blanchardstown
DMR South Central	Pearse Street	DMR South Central	Pearse Street
DMR North Central	Store Street	DMR North Central	Store Street
DMR Traffic	DMR Traffic	DMR Traffic	DMR Traffic

<sup>1</sup> Mallow Road and Watercourse Road Garda Stations (Cork) to close and merge as a new Garda Station in Blackpool (Cork).

<sup>2</sup> In light of demographic and infrastructural changes and for the purposes of alignment with the four Local Authority areas, an examination of Divisions and Districts within the DMR will be conducted during 2008.

<sup>3</sup> The proposed movement of the DMR South Divisional Headquarters from Crumlin to Tallaght will be progressed during 2008

ORGANISATIONAL PROJECTS		Targeted Timeframe				Owner
		Q1	Q2	Q3	Q4	
<b>ICT PROJECTS</b>						
1	Automated Fingerprint Identification System (AFIS) <i>Phase II complete</i>	✓				Assistant Commissioner National Support Services
	<i>Phase III</i>			✓		Assistant Commissioner Strategy
	<i>Phase IV</i>			✓		
2	DNA Database <i>Preparation for establishment</i>	✓				Assistant Commissioner National Support Services
3	Automated Ballistics Investigation System (ABIS)			✓		Assistant Commissioner National Support Services
	<i>National Roll-out</i>					Assistant Commissioner Strategy
4	Major Investigation Management System (MIMS) <i>National Roll-out</i>			✓		Deputy Commissioner Strategy and Change Management
5	Automated Number Plate Recognition (ANPR) <i>RFT issued</i>	✓				Assistant Commissioner Strategy
	<i>Install system in vehicles</i>			✓	✓	
6	Property and Exhibits Management System (PEMS)	✓	✓	✓	✓	Assistant Commissioner South Eastern Region
7	Email Rollout <i>Pilot deployed</i>	✓				Assistant Commissioner Strategy
8	Shengen <i>RFT issued</i>	✓				Assistant Commissioner Strategy
	<i>Evaluation</i>		✓			
	<i>Contract discussion and project initiation</i>			✓		
9	Outsourcing of Safety Cameras <i>Contract negotiations</i>	✓				Assistant Commissioner Traffic
	<i>Roll-out of system</i>			✓	✓	

Digital Radio Communications						
10	National Digital Radio System (NDRS) <i>DMR Migration</i>		✓	✓	✓	Assistant Commissioner Strategy Assistant Commissioner DMR
11	Computer Aided Dispatch (CAD) <i>Evaluation report completed</i> <i>Contract negotiations</i> <i>Project initiation</i>		✓			Assistant Commissioner Strategy
				✓		
					✓	
12	Control Room Strategy <i>Development of Control Rooms</i>			✓	✓	Assistant Commissioner Strategy
Human Resource Management						
13	Progress the civilianisation of Garda posts	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
14	Recruit 1,100 Garda Trainees	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
15	Recruit 270 Garda Reserves	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
16	Implement the Occupational Health Strategy	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
17	Development of Centre of Excellence, Dromard, Co Tipperary	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
18	Development of Crime Training Faculty	✓	✓	✓	✓	Assistant Commissioner Human Resource Management
19	Installation and introduction of two modular Live Fire Ranges	✓				Assistant Commissioner Human Resource Management
Accommodation						
20	Strategic Accommodation Requirements <i>Report completed</i>		✓			Assistant Commissioner Strategy
Transport						
21	Transport Strategy <i>Outsourcing of Fleet Maintenance</i>	✓	✓	✓	✓	Assistant Commissioner Strategy
Other						
22	Accomplishment Growth Model <i>Development of Accomplishment Growth Model</i> <i>Implementation</i>	✓	✓			Assistant Commissioner Strategy
				✓	✓	
23	Corruption and Malpractice Regulations 2007 <i>Good Faith Charter disseminated</i>	✓				Assistant Commissioner Human Resource Management
24	Garda Charter <i>Development of Charter commenced</i>			✓	✓	Assistant Commissioner Strategy
25	Review of Administrative Practices <i>Review initiated and completed</i> <i>Revised practices agreed by senior management</i> <i>Revised practices and structures piloted</i>		✓			Chief Administrative Officer
				✓		
				✓		