An Garda Síochána

Annual Policing Plan 2013

Waterford Division

FOREWORD

I am pleased to introduce Waterford's Policing Plan for 2013. This is Waterford's first Policing Plan in the current Garda Strategy period 2013 – 2015. While taking account of the Garda Commissioner's National Policing Plan and the policing priorities set out by the Minister, our plan strives to take account of the security and safety priorities of the people of Waterford City and County.

This plan is guided by our Balanced Perspectives Framework which highlights common sense Community Policing and Law Enforcement Initiatives that we have prioritised for resourcing, implementation and execution in 2013. Our Community Policing and Law Enforcement initiatives incorporate and emphasise quality service delivery to citizens and intelligence led Garda operations against criminals as preferred prioritised approaches to satisfying community and citizen safety and security needs, within our finite resources.

Crafted on a theme of mutuality '*Working Together: Better Together*' we understand that strong relationships and close collaboration remain essential enablers for security and safety in our communities, in our businesses, in our public spaces and in our homes.

As you would expect, our primary emphasis is placed on people, and the imperative of responding smartly and empathically to the diverse needs, wants and expectations of all persons in our City and County.

While crime prevention, diversion and rehabilitation of offenders is our preference, a strong intelligence led policing approach is being adopted to identify, engage, disrupt and prosecute persons engaged in crime, disorderly conduct and dangerous behaviours. Organised and determined criminals who disrespect the safety and security rights of citizens and communities can expect to be met by well organised intelligence-led enforcement and prosecution initiatives.

Victims of crime can expect a timely, motivated, empathetic and committed Garda response and service which will be delivered in collaboration and partnership with victim support agencies and partners.

Working with community leaders and our partners in community and public safety, we are committed to deploying strong community policing and enforcement services to reduce the impact of criminality and build the confidence and resilience of our communities.

We recognise the very significant constraints which diminishing financial and human resources places on our ability to fully satisfy all community expectations. Notwithstanding, we are committed through prioritisation of resources and improved collaboration and partnering to deliver an efficient, effective and impressive Garda service in 2013.

In each Community Policing Area across the City and County we will be encouraging you to collaborate with us, to get involved and to contribute actively to safety, tranquillity and resilience in your local Community.

I thank you for your ongoing support, contributions, understanding and co-operation. I appreciate your constructive feedback and your honest dialogue as we strive together to make Waterford a great place for all people who have the good fortune to live in or experience our City and County.

P. V. Murphy
Chief Superintendent

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Our Mission Framework

Vision

'Excellent people delivering Policing excellence'

Mission

Working With Communities to Protect and Serve

Values

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

❖ **Accountability** – Accepting individual responsibility and ensuring public accountability

❖ **Respect** – Having respect for people, their Human Rights and their needs

❖ **Professionalism** – Providing a professional policing service to all

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu/Working with Communities to Protect and Serve

OUR SERVICE EXCELLENCE COMMITMENTS 2013

IN DELIVERING OUR GARDA SERVICES TO THE PEOPLE OF WATERFORD DIVISION, YOU CAN EXPECT YOUR GARDAÍ TO BE:

❖ **RESPONSIVE**
- Appreciating people, their values and service needs
- Engaging with interest and enthusiasm
- Being courteous and helpful
- Working to understand and resolve service issues
- Valuing people's feedback to improve our service quality

❖ **REASSURING**
- Delivering well informed, confident and impactful service experiences
- Presenting a professional image and voice every time
- Going the extra mile to satisfy and earn people's trust
- Providing reassuring advice, feedback and follow-up support

❖ **RESPECTFUL**
- Respecting people's dignity, diversity and circumstances
- Committing time and effort to understanding people's perspective
- Delivering on agreed understanding of people's service needs
- Maintaining confidentiality and respecting privacy

❖ **RELIABLE**
- Consistently delivering dependable impactful Garda services
- Applying Garda authority and legal powers fairly and responsibly
- Consistently engaging with local community safety concerns
- Being timely in dealing with core service challenges

WATERFORD'S STRATEGY EXECUTION FRAMEWORK 2013

Waterford's 2 x 2 Balanced Perspectives Framework highlights common sense Community Policing and Law Enforcement Initiatives we have prioritised for resourcing, implementation and execution in 2013. Our Community Policing and Law Enforcement initiatives incorporate and emphasise quality service delivery to citizens and intelligence led Garda operations against criminals as preferred prioritised approaches to satisfying community and citizen safety and security needs, within our finite resources.

BALANCED PERSPECTIVE FRAMEWORK		
	Community Policing	**Law Enforcement**
Service Delivery	1. Quality Service Delivery at Points of Contact 2. Visible Reassuring Engaging Presence in Communities 3. Crime Prevention Partnering 4. Quality Victim Support for victims of crime and trauma	1. Investigative Patrols and Checkpoints 2. Response to Emergency and Critical Incidents 3. Engage, Disrupt and Investigate Fear Creating Illicit Drug and other Criminal Organisations 4. Enforce Court Orders and Prison Conditions to control and disrupt criminals 5. Public Disorder Management
Intelligence - Led	1. Major Emergency Management 2. Policing Profile for each Community Policing Area 3. Child Support, Diversion and Restoration 4. Partnering with Community Leaders	1. Target, Engage, Disrupt and Challenge Subversive/Terrorist, Violent and Prolific Criminals 2. Maximise the Intelligence and Investigative value of Technical, Scientific and Specialist Techniques and Resources to combat criminals 3. Target, Intercept and Prosecute dangerous road users 4. Road Safety and Enforcement Partnering

Goal One: Securing Our Nation
Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
1. Target, Engage, Disrupt and Challenge Subversive and Terrorist groups	1. Identify and profile Subversive targets 2. Implement Intelligence Action Plan for each profiled target 3. Adopt an Intelligence Led Approach to Subversive Investigations	1. Number of active subversives profiled 2. Flow of criminal information to CIO 3. Number of 'Intelligence Action Plans' being performance managed 4. Number of intelligence led operations 5. Number of Profiled subversives investigated for prosecution purposes		√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	i. Terrorist threat controlled and reduced ii. Terrorist suspects investigated and prosecuted	Each District Officer & D/Inspector	
2. Major Emergency Planning	4. Major Emergency Capability Review 5. Hold an Interagency Training Exercise 6. Conduct Seveso site live exercise with partner agencies 7. Conduct a Critical Incident Tiger Kidnapping Response Desktop Exercise 8. Prepare security plan for EU Presidency related events	6. Conduct quarterly major emergency capability reviews 7. Interagency Training Exercise held 8. Seveso site live exercise conducted 9. Tiger Kidnapping Response Desktop Exercise held 10. Security plans prepared for EU Presidency related events in the Division		√ √ √ √ √	√ √ √ √ √	√	√	√	iii. Major Emergency Plans up to date iv. Seveso exercise conducted and lessons learned implemented	Each District Officer & Inspector Lonergan	Secure State

Goal One: Securing Our Nation Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security											
Initiative	**Action**	**Performance Indicator**	**Base Line**	**Time Frame**					**Result**	**Process Owner**	**Outcome**
				R1	**R2**	**R3**	**R4**	**R5**			
3. **Mount Investigative Patrols and Checkpoints**	9. **Deploy 'stop and search' patrols and checkpoints to disrupt subversive movement** 10. **Track Subversive Movement across Communities** 11. **Maximise Traffic Corps contribution to disruption of subversive movement on our roads**	11. Number of Patrols/Checkpoints mounted in each area identified by the Criminal Intelligence Hub 12. Number of Subversives intercepted in each identified area 13. Number of Interception reports forwarded to CIO		√ √ √	√ √ √	√ √ √	√ √ √	√ √ √	v. Improved Information flow to Divisional Intelligence Hub	Each District Officer & D/Inspector	Secure State

Goal Two: Proactive Policing Operations
We are committed to protecting the public from serious harm. Working with our partners we are deploying targeted policing operations to challenge criminal and dangerous behaviours, reduce crime and ensure safety on our roads

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(1.) Respond to Emergency and Critical Incidents	12. **Deliver immediate emergency response** 13. **Collaborate with emergency services to protect life and mitigate danger at scene** 14. **Investigate emergency incident and report to District Officer**	14. Number of Emergency/Critical Incidents responded to 15. Emergency Service Response Time 16. Number of Incidents managed collaboratively 17. Number of Critical Incident Files forwarded to District Officer		√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	vi. Quality Assured Emergency Response delivered	Each District Officer	Reduced Crime in each District in the Waterford Division

Reduced fear of crime in our Communities

Safer Communities |
| **(2.) Target, Engage, Disrupt and Challenge Violent and Prolific Criminals** | 15. **Identify and Profile Criminal Targets** 16. **Implement Intelligence Action Plan for each profiled criminal** 17. **Adopt an Intelligence Led Approach to Criminal Investigations** | 18. Number of active violent and prolific criminals profiled 19. Flow of criminal information to CIO 20. Number of 'Intelligence Action Plans' being performance managed 21. Number of intelligence led investigations 22. Number of Profiled Criminals investigated for prosecution purposes | 283

2684 | √ √ √ √ √ | √ √ √ √ √ | √ √ √ √ √ | √ √ √ √ √ | √ √ √ √ √ | vii. Reduced Violent Crime incidents on 2012 rates (Table 1) viii. Improved Violent Crime Detection Rates to 80% ix. Reduction in Volume Crime on 2012 rates (Table 3) x. Increase in Volume Crime Detection Rates to 48% | Each District Officer & D/Inspector | |

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We are committed to protecting the public from serious harm.   Working with our partners we are deploying targeted policing operations to challenge criminal and dangerous behaviours, reduce crime and ensure safety on our roads

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(3.) Mount Investigative Patrols and Checkpoints	18. **Deploy 'stop and search' patrols and checkpoints to disrupt criminals movement** 19. **Track Criminal Movement across Communities** 20. **Maximise Traffic Corps contribution to disruption of criminal movement on our roads**	23. Number of Patrols/Checkpoints mounted in each area identified by the Criminal Intelligence Hub 24. Number of Criminals intercepted in each identified area 25. Number of Interception reports forwarded to CIO		√ √ √	√ √ √	√ √ √	√ √ √	√ √ √	xi. Improved Information flow to Divisional Intelligence Hub	Each District Officer & Inspector Mulligan	Reduced Crime in each District in the Waterford Division Reduced fear of crime in our Communities Safer Communities

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu/Working with Communities to Protect and Serve

Goal Two: Proactive Policing Operations — We are committed to protecting the public from serious harm. Working with our partners we are deploying targeted policing operations to challenge criminal and dangerous behaviours, reduce crime and ensure safety on our roads											
Initiative	**Action**	**Performance Indicator**	**Base Line**	**Time Frame**					**Result**	**Process Owner**	**Outcome**
				R1	R2	R3	R4	R5			
(4.) **Engage, Disrupt and Investigate Fear Creating and Illicit Drug Criminal Organisations**	21. **Implement Intelligence Action Plan for each profiled criminal Organisation** 22. **Adopt an Intelligence Led Approach to Criminal Organisation Investigations** 23. **Deploy Organised Crime Legislation to investigate Criminal Organisations** 24. **Identify and seize Criminal Products and Assets** 25. **Deliver Quality Assured Investigation Files to DPP**	26. Number of Organised Crime Operations undertaken 27. Value of Criminal Assets seized 28. Value of Illicit drugs seized 29. Number of 'Growhouse' Premises identified 30. Number of Drug Traffickers investigated 31. Number of Fear-Creating Criminals investigated for prosecution 32. Number of Quality Assured Files sent to DPP		√ √ √ √ √ √ √	√ √ √ √ √ √ √	√ √ √ √ √ √ √	√ √ √ √ √ √ √	√ √ √ √ √ √ √	xii. Structured impactful management of violent and prolific criminals xiii. Delivery of Quality Assured Investigation Files every time xiv. Increase in Intelligence led disruption and enforcement operations	Each District Officer & D/Inspector	

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(5.) Enforce Court Orders and Prison Conditions to control and disrupt criminals	26. Maximise use of Bail Provisions to control criminals activities 27. Monitor and enforce Bail Conditions 28. Execute Warrants and Court Orders promptly 29. Monitor and Implement Prison Release Conditions	33. Number of Violent Criminals subjected to Restrictive Bail Conditions 34. Number of Monitoring Actions undertaken per criminal subject to Bail Conditions 35. Number of Warrants and Court Orders against violent / prolific criminals executed in a timely manner 36. Number of Monitoring Actions undertaken per criminal subject to Prison Release Conditions 37. Number of Enforcements of driver disqualification orders		√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	xv. Reduction in the incidents of crime committed by criminals subject to Court Orders	Each District Officer	Reduced Crime in each District in the Waterford Division Reduced fear of crime in our

Goal Two: Proactive Policing Operations											
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Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(6.) Maximise the Intelligence and Investigative value of Technical, Scientific and Specialist Techniques and Resources to combat criminals	**30. Maximise Scientific and Technical Resources in Criminal Investigations – DNA, fingerprints, electronic media, CCTV etc** **31. Utilise Regional Resources – CHIS/RSU to support Divisional Intelligence and Enforcement Teams** **32. Flow of information to Divisional Intelligence Hub from Search and Arrest Operations / Investigations**	38. Number of criminal identifications achieved by Crime Scene Examiners 39. Number of criminal identifications achieved through technical data analysis 40. Flow of criminal data to the CIO from crime scene examination, search & arrest operations and criminal investigations		√ √ √	√ √ √	√ √ √	√ √ √	√ √ √	xvi. Improved Information flow to Divisional Intelligence Hub	Each District Officer	

Goal Two: Proactive Policing Operations
We are committed to protecting the public from serious harm. Working with our partners we are deploying targeted policing operations to challenge criminal and dangerous behaviours, reduce crime and ensure safety on our roads

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(7.) Target, Intercept and Prosecute dangerous road users	33. Identify and target dangerous road users in each CPA 34. Deploy enforcement Operations targeting Dangerous Driving, Speed, Seatbelt and Mobile Phone Legislation 35. Deploy MAT checkpoints to engage drivers under the influence of drink and drugs 36. Target dangerous road users associated with 'boy racer' culture 37. Flow of information to Divisional Intelligence Hub from roads enforcement operations	41. Number of dangerous road users identified and targeted in each CPA 42. Number of enforcement operations held targeting dangerous driving, speed, seatbelt and mobile phone offences 43. Number of MAT checkpoints held in each CPA 44. Number of prosecutable arrests made for drink/drug driving offences 45. Number of "boy racers" detected for dangerous road user behaviour 46. Flow of dangerous road user data to the CIO		√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	xvii. Improved compliance with Road Traffic Legislation	Each District Officer & Inspector Mulligan	Reduced deaths and serious injuries on our roads in the Waterford Division Safer Roads

				Time Frame							
			Base Line	R1	R2	R3	R4	R5			

Goal Two: Proactive Policing Operations
We are committed to protecting the public from serious harm. Working with our partners we are deploying targeted policing operations to challenge criminal and dangerous behaviours, reduce crime and ensure safety on our roads

Initiative	Action	Performance Indicator	Base Line	R1	R2	R3	R4	R5	Result	Process Owner	Outcome
(8.) Road Safety and Enforcement Partnering	**38. Review and Update Collision Prone Zones** **39. Deliver Partnership Enforcement Operations**	47. Number of Collision Prone Zones updated 48. Number of Operation Commercial Vehicles held 49. Number of TISPOL Operations held 50. Number of Bilateral Taxi/PSV Operations held		√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	xviii. Improved compliance with Road Traffic Legislation	Each District Officer & Inspector McIllece	

Goal Three: Ensuring Safe Communities
Waterford Gardaí are committed to prioritising collaborative community policing. Working in partnership with our communities we will continue to stand with and support our citizens and communities, and tackle the negative behaviours that diminish quality of life locally

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(1.) Quality Service Delivery at Points of Contact	40. Responsive telephone service to callers 41. Planned attendance at routine incidents 42. Quality care for arrested persons	51. Immediate response to telephone calls 52. Respond within 15 minutes or within time agreed 53. Number of prisoners processed to professional standards		√ √ √	√ √ √	√ √ √	√ √ √	√ √ √	xix. Visible engaging Patrols delivered xx. 4R Garda Service delivered	Each District Officer	Customer Satisfaction with Service Delivery
(2.) Policing Profile for each CPA	43. Update demographic profile for each CPA to include vulnerable and diverse communities 44. Identify current and emerging CPA Policing Priorities 45. Develop model of service delivery for each CPA 46. Deploy and performance manage CPA service action plan	54. Number of CPA profiles updated and in active use 55. CPA policing priorities agreed and being actioned (to include vulnerable and diverse groups) 56. Up to date service delivery plan being actioned in response to the needs of CPA stakeholders 57. CPA service delivery plan being implemented by local teams		√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	xxi. CPA profiles updated xxii. Tailored Community Police Service delivered in each CPA	Each District Officer	Intelligence Led Garda Service deployed and operational in each CPA

				Time Frame							
Goal Three: Ensuring Safe Communities **Waterford Gardaí are committed to prioritising collaborative community policing. Working in partnership with our communities we will continue to stand with and support our citizens and communities, and tackle the negative behaviours that diminish quality of life locally**											
Initiative	**Action**	**Performance Indicator**	**Base Line**	**R1**	**R2**	**R3**	**R4**	**R5**	**Result**	**Process Owner**	**Outcome**
(3.) Visible Reassuring Engaging Presence	47. **Planned visible presence in each CPA** 48. **Engage with and reassure citizens** 49. **Identify Community safety concerns in each CPA** 50. **Collaborate with Communities on Safety and reassurance actions**	58. Number of planned engagements in each CPA 59. Number of engaging patrols in each CPA 60. Number of crime victims visited and reassured 61. Number of local reassurance initiatives activated		√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	√ √ √ √	xxiii. Reassuring Garda Presence xxiv. Community safety concerns addressed	Each District Officer	
(4.) Quality Victim Support for victims of crime and trauma	51. **Deploy 4R service model to support victims** 52. **Action victim support and information engagements** 53. **Collaborate with support agencies in the delivery of victim support services** 54. **Provide a Quality Assured Victim Support Service**	62. Quality of customer service delivered 63. Number of Letters to Victims 64. Number of Victims responded to 65. Number of Victims referred for follow up support 66. Improvement in result of customer satisfaction survey		√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	xxv. 4R Service Model deployed xxvi. Criminal impact on victims mitigated xxvii. Collaborative victim support service delivered	Each District Officer	Victims supported and served

				Time Frame							
Initiative	**Action**	**Performance Indicator**	**Base Line**	**R1**	**R2**	**R3**	**R4**	**R5**	**Result**	**Process Owner**	**Outcome**

Goal Three: Ensuring Safe Communities
Waterford Gardaí are committed to prioritising collaborative community policing. Working in partnership with our communities we will continue to stand with and support our citizens and communities, and tackle the negative behaviours that diminish quality of life locally

Initiative	Action	Performance Indicator	R1	R2	R3	R4	R5	Result	Process Owner	Outcome
(5.) Child Support, Diversion and Restoration	55. **Prioritise Garda Youth and Children Strategy** 56. **Implement Juvenile Diversion Policy** 57. **Deploy Restorative Practices in each CPA** 58. **Engagement with Schools** 59. **Engagement with diversion projects and Partner Agencies**	67. Number of JLO referrals 68. Number of referrals to diversion projects 69. Number of juveniles being case managed 70. Number of restorative cautions 71. Number of school visits in each CPA 72. Number of partner engagements	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	xxviii. Child Strategy Policy Implemented xxix. Diversion and restorative processes implemented xxx. School visitation service delivered xxxi. Collaborative support services delivered in vulnerable communities	Each District Officer & Inspector Dineen	Children supported and served
(6.) Partnering with Community Leaders	60. **JPC and Community Policing Leader Forum** 61. **Lead out JPC implementation** 62. **Engage Community Leaders in each CPA** 63. **Action agreed Community Safety Initiatives** 64. **Build Community Safety and Resilience Action Plan** 65. **Collaborate with partner agencies in the roll out of the Strategy for Older Persons**	73. Number of JPC meetings held 74. Number of Community Policing Fora held 75. Number of Community Leaders engaged 76. Number of joint community safety actions initiated 77. Number of safety and resilience action plans initiated in each CPA 78. Number of joint 'older person' engagement initiatives rolled out in each CPA	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	√ √ √ √ √ √	xxxii. JPC Policy implemented xxxiii. Community Safety Action Plans implemented xxxiv. Older Person Strategy implemented	Each District Officer & Inspector Dineen	Safer and resilient Communities

Goal Three: Ensuring Safe Communities Waterford Gardaí are committed to prioritising collaborative community policing. Working in partnership with our communities we will continue to stand with and support our citizens and communities, and tackle the negative behaviours that diminish quality of life locally											
Initiative	**Action**	**Performance Indicator**	**Base Line**	**Time Frame**					**Result**	**Process Owner**	**Outcome**
				R1	**R2**	**R3**	**R4**	**R5**			
(7.) Crime Prevention Partnering	66. **Deliver Crime Prevention Advice to Communities** 67. **Build Crime Prevention Partnerships** 68. **Engage Communities in Crime Prevention Initiatives**	79. Number of Crime Prevention Surveys by CPO 80. Number of Crime Prevention engagements delivered to Community Groups 81. Number of Crime Prevention Partner Networks active in each CPA 82. Number of Crime Prevention initiatives active in each CPA 83. Number of Crime Prevention Checkpoints in CPA		√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	√ √ √ √ √	xxxv. Raised Crime Prevention Awareness in Community xxxvi. Active Crime Prevention Networks in each CPA xxxvii. Reduced crime in each CPA	Each District Officer	Safer Communities

| | | | | Time Frame | | | | | | | |
Initiative	Action	Performance Indicator	Base Line	R1	R2	R3	R4	R5	Result	Process Owner	Outcome

Goal Three: Ensuring Safe Communities
Waterford Gardaí are committed to prioritising collaborative community policing. Working in partnership with our communities we will continue to stand with and support our citizens and communities, and tackle the negative behaviours that diminish quality of life locally

Initiative	Action	Performance Indicator	Base Line	R1	R2	R3	R4	R5	Result	Process Owner	Outcome
(8.) Public Disorder Management	69. Identify and challenge persons and groups engaging in fear creating and disorderly behaviours in each CPA 70. Target root cause sources of intimidatory and disorderly behaviours 71. Collaborate with Community Partner Agencies to reduce negative impacts in each CPA 72. Enforce against persistent offenders	84. Number of persons/groups identified and profiled per CPA 85. Number of persons/groups challenged and engaged for impact reduction and correction 86. Number of collaborative initiatives undertaken with Community Partners to mitigate root cause challenges 87. Number of corrective actions/orders/prosecutions undertaken		√ √ √ √	√ √ √ √	√ √ √ √			xxxviii. Collaborative initiatives implemented in each CPA xxxix. Root cause challenges identified and mitigated xl. Negative impact of disorderly groups and persons reduced	Each District Officer	Safer Communities

				Time Frame							
Goal Four: Delivering a Professional Service											
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service											
Initiative	**Action**	**Performance Indicator**	**Base Line**	**R1**	**R2**	**R3**	**R4**	**R5**	**Result**	**Process Owner**	**Outcome**
(1.) New Approaches to improve service delivery	**73. Develop and deliver Divisional Service Hub and network** **74. Develop and implement Divisional Policing Intelligence Hub and network** **75. Streamline the flow of incident investigative process to citizen** **76. Align staff reward and recognition with excellence in priority actions**	88. Service Hub Process and Standards agreed and implemented		√	√				xli. Improved Service Delivery	Each District Officer, Inspectors Mulligan & Pettit	Service Delivery Enhanced
		89. Service Hub purpose and process communicated to all staff		√	√						
		90. Divisional CAD and ICCS implemented		√	√	√					
		91. Policing Intelligence Model developed and implemented		√	√						
		92. Divisional Intelligence Hub established and operational		√	√						
		93. Policing Knowledge and Intelligence flow established as a Divisional Policing Priority		√	√	√					
		94. JIT intelligence available to team leaders for decision making		√	√	√					
		95. CIM(T) process and practice fully implemented		√	√	√					
		96. Investigation flow progressing to agreed performance standards		√	√	√					
		97. Active collaboration among teams in investigations service delivery		√	√	√					
		98. Staff recognition and reward process and practice aligned to policing priority execution		√							

Goal Four: Delivering a Professional Service
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service

Initiative	Action	Performance Indicator	Base Line	Time Frame					Result	Process Owner	Outcome
				R1	R2	R3	R4	R5			
(2.) Restructure our Policing capability to reduce criminal impact and improve service delivery to public	**77. Adopt a team based approach to service development and delivery** **78. Restructure Divisional distribution of resources to maximise team synergies**	99. Divisional HR capability restructured in to performing teams 100. District teams executing planned policing priority actions in each Community Policing Area		√ √	√ √	√ √	√ √	√ √	xlii. Collaborative Operational Teams Enabled xliii. Improved Service Flow delivered	Each District Officer	Service Delivery Enhanced
(3.) Enhance our performance and accountability systems	**79. Deploy Ten Week Policing Plan Execution Strategy in each District** **80. Adopt a 10 day planned resource tasking model for all staff** **81. Enhance District level planning and performance measurement capability**	101. A strong planning and organising capability operating in each District and CPA 102. Intelligence generated operations being implemented to curb criminals and support victims and communities		√ √	√ √	√ √			xliv. Productive Planning and organising capability fully operational	Each District Officer	Service Delivery Enhanced

MINISTER'S PRIORITIES FOR THE GARDA SÍOCHÁNA FOR 2013

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

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security for the State with the objective of:
    (a) preserving the peace and public order,
    (b) protecting life and property
    (c) vindicating the human rights of each individual
    (d) protecting the security of the State,
    (e) preventing crime
    (f) bringing criminals to justice, including by detecting and investigating crime,
    (g) regulating and controlling road traffic and improving road safety;
    and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice and Equality and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2013

The Minister has determined the following matters as priorities for the Garda Síochána for 2013, in accordance with Section 20 of the Garda Síochána Act 2005.

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

Crime
To combat serious crime in all its forms, in particular violent crime, organised crime including human trafficking, and white collar crime.

Policing Communities
To provide a policing service which meets the needs of local communities, tackles antisocial behaviour and burglary and supports the needs of victims of crime, treats   them with dignity and keeps them informed about the progress of cases relevant to them.

Roads Policing
To continue to reduce the number of deaths and serious injuries on our roads arising from collisions.

Domestic and Sexual Violence
To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs.

Efficient use of resources
To maximise efficiencies in resource allocation and deployment of personnel, while maintaining professional policing standards across the Force.

HOW OUR STRATEGIES HAVE BEEN DEVELOPED

STAFF VIEWS

GARDA SÍOCHÁNA ACT, 2005

ENVIRONMENTAL ANALYSIS

STRATEGY

GOVERNMENT PRIORITIES

ONLINE PUBLIC CONSULTATION

CONSULTATION WITH PARTNERS & STAKEHOLDERS

Technical Notes

Table 1

Decrease the occurrence of Violent crime.

Indicator:

Data Set Used:	Pulse Recorded crime –
Baseline	2012 calendar Year
Target Period:	2013 Calendar Year
Minimum Movement:	Levels for 2013 will have to be lower than 2012
Frequency of Reporting:	Monthly
Data Quality:	District Officers and GISC

Definition of Key Terms

For the purpose of this target, violent cover:

ICCS Code	Offence/PULSE Incident Type
0611	Robbery of An Establishment
0612	Robbery of Cash in Transit
0613	Robbery of a Person
0711	Aggravated Burglary
0111	Homicide
0112	Manslaughter
0313	Assault Causing Harm
0211	Rape (Inc Rape Sec 4)
0214	Aggravated Sexual Assault
0215	Sexual Assault

This target has the element of reducing the level of incidents for these offences.

Table 2

Achieve a Detection Rate of 80% of Violent Crime

Indicator:

Data Set Used: Pulse Recorded crime

Baseline   2012 calendar Year

Target Period: 2013 Calendar Year

Minimum Movement: Detection rate for 2013 will have to reach a minimum
                           Target of 80%

Frequency of Reporting: Monthly

Data Quality: District Officers and GISC

Definition of Key Terms

For the purpose of this target, violent offences cover:

ICCS Code	Offence/PULSE Incident Type
0614	Robbery of An Establishment
0615	Robbery of Cash in Transit
0616	Robbery of a Person
0712	Aggravated Burglary
0113	Homicide
0114	Manslaughter
0313	Assault Causing Harm
0211	Rape (Inc Rape Sec 4)
0214	Aggravated Sexual Assault
0215	Sexual Assault

This target has the element of reducing the level of incidents for these offences and ensuring that the offenders engaging in these offences are vigorously pursued and held to account in accordance with the rule of law.

Table 3

Decrease the occurrence of Volume crime.

Indicator:

Data Set Used: Pulse Recorded crime –

Baseline   2012 calendar Year

Target Period: 2013 Calendar Year

Minimum Movement: Levels for 2013 will have to be higher than 2012

Frequency of Reporting: Monthly

Data Quality: District Officers and GISC

Definition of Key Terms

For the purpose of this target, volume crime covers:

ICCS Code	Offence/PULSE Incident Type
0712	Burglary
0713	Possession of an Article with intent to steal
0811	Theft/UT of a Vehicle
0821	Theft from the Person
0822	Theft from Shops
0823	Theft from a Vehicle
0826	Theft of Other Property
0831	Handling or Possession of Stolen Property.
0824	Theft/UT of Pedal Cycle

This target has the element of reducing the level of incidents for these offences and ensuring that the offenders engaging in these offences are vigorously pursued and held to account in accordance with the rule of law.

Table 4

Increase the Detection Rates for Volume Crime

Indicator:

Data Set Used: Pulse Recorded crime

Baseline   2012 calendar Year

Target Period: 2013 Calendar Year

Minimum Movement: Levels for 2013 will have to be higher than 2012

Frequency of Reporting: Monthly

Data Quality: District Officers and GISC

Definition of Key Terms

For the purpose of this target, volume crime covers:

ICCS Code	Offence/PULSE Incident Type
0712	Burglary
0713	Possession of an Article with intent to steal
0811	Theft/UT of a Vehicle
0821	Theft from the Person
0822	Theft from Shops
0823	Theft from a Vehicle
0826	Theft of Other Property
0831	Handling or Possession of Stolen Property.
0824	Theft/UT of Pedal Cycle

This target has the element of reducing the level of incidents for these offences and ensuring that the offenders engaging in these offences are vigorously pursued and held to account in accordance with the rule of law.

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WORKING TOGETHER

We shape our self
to fit this world
and by the world
are shaped again.

The visible
and the invisible
working together
in common cause,
to produce
the miraculous.
…
David Whyte

Notes

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