



An Garda Síochána Policing Plan 2012



'Working with our Communities'





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An Garda Síochána



Amharc

‘Daoine Sármhaith ag cur Póilíníú Faoi Leith ar Fáil’

Ráiteas Misin

‘Ag obair le Pobail chun iad a chosain agus chun freastal orthu’

Vision

‘Excellent people delivering policing excellence’

Mission

‘Working with Communities to Protect and Serve’

Ár Luachanna

Macántacht

a bheith macánta, cothrom, ceart agus cóir

Freagracht

ag glacadh le freagracht pearsanta agus ag cinntiú go mbíonn an pobail freagrach

Meas

Go raibh meas ar dhaoine agus a riachtanaisí agus ar a gCearta Daonna

Proifisiúntacht

ag cur seirbhís proifisiúnta ar fáil don pobail uilig

Our 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 communities





I am pleased to present An Garda Síochána's Annual Policing Plan for 2012 which is the first since my appointment as Garda Commissioner. It is the final phase of the three year planning cycle outlined in our Corporate Strategy for 2010 - 2012.

This plan is underpinned by the four key imperatives of our Corporate Strategy 2010–2012, which are:

- 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 communities.

The plan also reflects the priorities for An Garda Síochána as determined by the Minister for Justice and Equality under Section 20 of the Garda Síochána Act 2005. In developing it, we also consulted with the community and a range of partners to ensure that their priorities and concerns are at the forefront of our programme.

In line with all public sector organisations, An Garda Síochána is operating under budgetary constraints. Notwithstanding this, I am fully committed to maintaining a professional and effective frontline service. My key priority is ensuring that we remain focused on protecting communities and upholding our strong traditions of service. We must also continue to make efficiency gains and to maintain a robust and flexible organisation which is ready and willing to meet the challenges ahead. In that context, the closure of a number of Garda Stations, in both rural and urban areas, and changes in station opening hours are detailed at Appendix A of this plan. The planned closures, which number thirty-nine, include eight stations which are at present non-operational. It is also my intention to amalgamate the Laytown District into the Ashbourne District in Meath Division, and Abbeylisk District into the Portlaoise District in Laois/Offaly Division. These decisions were only made after careful analysis and research and I am confident that this action will result in a more efficient delivery of policing services.

My commitment is to maintaining and deepening the long established relationship which An Garda Síochána has with all members of the community and to working through any problems, issues and concerns which they have. As Commissioner of a proud organisation I am determined that we will continue to engage meaningfully with young people, protect our most vulnerable persons and respond sensitively and effectively to victims of crime. The tangible and practical steps we will take are cited in this plan.

Our core activity remains the prevention and detection of crime, and we will use all the resources available to us to effectively target crimes against the person, property crime, organised crime including drug trafficking, e-crime and financial crime. An Garda Síochána will continue to confront criminality in all its forms, and we will relentlessly tackle offenders and use intelligence and analysis to target operations against organised crime and dissident groups.

Road safety remains an issue of paramount importance in our policing plan. Our objective is to further reduce the incidents of fatal and serious injury collisions on Irish roads and to deny the use of our roads network for criminal activity. This will be achieved through targeted enforcement and road safety operations, the use of new technologies, the education of young drivers and working with our partner agencies in the promotion of key messages and initiatives on road safety.

I am committed to the ambitious programme of change and modernisation which includes the continued implementation of the Public Service (Croke Park) Agreement 2010-2014. The ultimate goal of this organisational reform is, as always, to optimise our service to the public.

Shortly after my appointment as Commissioner, I stated that the cornerstone of our operation is our work with communities to identify their greatest needs, and to maximise our impact on their safety and security. An Garda Síochána will continue to make this work our number one priority in 2012, an aim which I believe will be achieved by adherence to this policing plan.

A handwritten signature in black ink that reads "Martin Callinan".

Martin Callinan
Commissioner of An Garda Síochána

Policing Priorities for An Garda Síochána for 2012

Determined by the Minister for Justice and Equality

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 2012

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, 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 particular organised and white collar crime

Policing Communities

To provide a policing service which meets the needs of local communities

Roads Policing

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

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public

Victims of Crime

To support and protect all victims of crime and treat them with dignity, and to keep all victims of crime informed about the progress of their cases

Domestic and Sexual Violence

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

Human Trafficking

To prevent and detect human trafficking.



Ensuring our Nation's Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities.



Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continue to Identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and National Units of emerging patterns, trends and thus assist in critical decision making</p> <p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p>	<p>National Security Maintained</p> <p>Successful interventions in thwarting terrorist grouping's operational activity</p>	Assistant Commissioner Crime and Security	A secure nation
Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction	<p>Working with International Security and Police partners in combating terrorist procurement, financing and operational activities</p> <p>The timely dissemination of intelligence to support operational management in the targeting of terrorist and extremist elements</p>	Successful interventions in tackling links between organised groups and terrorist organisations	Each Regional Assistant Commissioner	
Continue to disrupt the connection between organised crime gangs and subversive / terrorist groups	Continued assessment and dissemination of intelligence relative to the organised crime and terrorist interface	The actions against organised crime groups will contribute to the reduction in property crime, crimes against the person, and fraud		An active role in enhancing national security
Consolidate organisational requirements emerging from the "Framework for Major Emergency Management in Ireland"	Planning, in conducting a National Risk Assessment	Major Emergency Planning exercises conducted in all Garda Regions	Assistant Commissioner Crime and Security	
Prepare for Ireland's Presidency of the EU Council, January to June 2013	In conjunction with Government Departments participate in developing security requirements for Ireland's EU Presidency prior to and during January – June 2013	Garda plans and structures in place for all security arrangements for Ireland's EU Presidency January – June 2013		

Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities.



Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Tackle property crime	<p>Crime prevention, tackling offenders, especially repeat offenders, and targeting crime hotspots as identified by analysis. This will reduce property crimes such as burglaries, thefts, and robberies</p> <p>Pro-active and analysis led policing of the night time economy</p>	<p>Reduced property crime</p> <p>Increased detections for property crime</p>	Regional Assistant Commissioners	Reduced crime and the fear of crime
Tackle crimes against the person	<p>Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations</p> <p>Enhancing the organisations capability of managing the risks associated with sex offenders. On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p>	<p>Reduced crimes against the person</p> <p>Increased detections for crimes against the person</p>	Assistant Commissioner National Support Services	
Divert young people from crime	Working with other agencies to ensure that young people do not become involved in crime. Specifically, this will be achieved by challenging the behaviour of youths who offend, through the use of the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts	Reduced assaults	Assistant Commissioner Crime and Security	
Tackle organised crime	<p>Using intelligence and analysis to inform operations against organised crime groups</p> <p>Work in partnership with Customs and Revenue Officials and other national and international agencies</p> <p>Focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders</p>	The actions against organised crime groups will contribute to the reduction in property crime, crimes against the person, including human trafficking, and fraud	Assistant Commissioner Crime and Security	
Tackle e-crime by	Proactive targeting of criminal organisations and individuals who engage in financial crime in areas of business, money laundering, terrorist financing and card payments	<p>Increased knowledge and competence in dealing with e-crime</p> <p>Reduced incidents of fraud and increased detections</p>	Assistant Commissioner National Support Services	
Tackle white collar crime in all its forms	Working in co-operation with the Director of Corporate Enforcement and other regulatory bodies to fully investigate complex commercial fraud cases using all the skills and resources at National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau	Completion of major investigation files for consideration by the Director of Public Prosecutions in respect of criminal charges		



Effective Roads Policing

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of our Strategy Statement. We will develop and implement initiatives which deny the use of our roads for criminal activity.



Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity	Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations	Targets appropriate to An Garda Síochána, as set out in The Road Safety Strategy 2007-2012, achieved in the following areas: • Increased compliance with speed limits • Increased compliance with drink driving legislation • Increased enforcement of Road Traffic Operations	Assistant Commissioner Traffic	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Use of new technologies, such as the Automatic Number Plate Recognition system to deny the use of our roads for criminal activity			
	Speed enforcement carried out in speed enforcement zones using speed detection vehicles	6,000 hours of enforcement by GoSafe cameras completed per month	Each Regional Assistant Commissioner	
	Deliver a range of prevention programmes			
	Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes	Continued downward trend in road deaths and serious injuries		
	Continue to promote key messages on road safety, for example through Crime Call			
	Continue to confront and change the behaviour of youths who commit road traffic offences			
	Continue inter-departmental co-operation through bi-lateral and multi-agency operations			

Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.



Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Reduce public disorder and criminal damage	Proactive and innovative response to public disorder including analysis, identification of public order and anti-social behaviour hotspots, and deployment of appropriate resources	Public disorder reduced	Each Regional Assistant Commissioner	Safer and more peaceful local communities
	Use of all available legislation, particularly in relation to underage drinking and illegal drug taking	Criminal damage reduced		
Improve the feeling of safety in the community	Continued liaison with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour	Increased feelings of safety in the community	Assistant Commissioner Strategy, Training and Professional Standards	
	The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour			
	Enhanced community safety through targeted high visibility patrols and better use of all available technology			



Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.

We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.



Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continue meaningful engagement with young people	<p>The implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes</p> <p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people</p>	Improved confidence of young people in An Garda Síochána	Each Regional Assistant Commissioner	Trust and Confidence in the Garda Service
Ensure the protection of vulnerable persons and groups	<p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign</p> <p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p>	Increased feelings of safety amongst older communities	Assistant Commissioner Strategy, Training and Professional Standards	
Improved understanding and responsiveness to community needs	Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations	Increased confidence and satisfaction in policing		
Recognising and responding to the needs of the victims of crime	<p>Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p> <p>Actions necessary to implement draft EU Directive on Victims identified and an implementation plan agreed</p>	Increased confidence in and satisfaction with An Garda Síochána amongst victims of crime		

An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels. We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.



Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Workforce Planning	Continued implementation of the Public Service (Croke Park) Agreement 2010-2014. This includes the continued programme of civilianisation with the aim of maximising the number of Gardai available for operational duty	The key elements of the Public Service (Croke Park) Agreement 2010-2014 relating to workforce planning delivered within the set timeframes	Assistant Commissioner Human Resource Management	Highly motivated people
Organisational Reform	Improved procedures for the reporting of sickness absences and injury on duty to facilitate earlier intervention by Occupational Health Service, Employee Assistance Service and HR	Reduced absences		
Ensure value for money and the innovative use of resources	Delivery of policing within the Garda budget, including the effective use of resources Continued achievement of savings through procurement strategies Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy	Policing service delivered within budget	Executive Director Finance & Services Assistant Commissioner Strategy, Training & Professional Standards	Better service to citizens
Enable smart processes and technologies to support frontline policing delivery	Implementation of identified interventions under the strategic review of the operational effectiveness and resilience under the GRACE programme (Garda Response to a Changing Environment) Continued use of technology to support operational policing	Financial savings and efficiencies achieved through procurement, environmental changes and GRACE recommendations	Executive Director ICT	More effective use of resources



Table A: Thirty Nine Garda Stations proposed for closure

Region	Division	District	Station
Western Region	Clare	Kilrush	Carrigaholt
Western Region	Galway	Galway	Corrandulla
Western Region	Mayo	Béal an Mhuirthead	Bellacorick
Western Region	Mayo	Castlebar	Glenisland
Western Region	Mayo	Castlebar	Tourmakeady
Western Region	Mayo	Westport	Mulranny
Western Region	Roscommon/Longford	Castlerea	Loughglynn
Western Region	Roscommon/Longford	Boyle	Tarmonbarry*
Western Region	Roscommon/Longford	Boyle	Cootehall
Southern Region	Limerick	Askeaton	Shanagolden
Southern Region	Limerick	Bruff	Doon
Southern Region	Cork North	Cobh	Glenville
Southern Region	Cork West	Clonakilty	Castletownsend*
Southern Region	Cork West	Clonakilty	Ballygurteen*
Southern Region	Cork West	Kanturk	Knocknagree
Southern Region	Cork West	Bandon	Ballyfeard
Southern Region	Cork West	Bantry	Goleen
Southern Region	Cork West	Macroom	Inchigeela
South East Region	Tipperary	Thurles	Ballinure*
South East Region	Tipperary	Nenagh	Ballinderry*
South East Region	Wexford	New Ross	Ballywilliam*
South East Region	Wexford	Wexford	Baldwinstown
Southern Region	Kerry	Listowel	Ballylongford
Southern Region	Kerry	Listowel	Moyvane
Southern Region	Kerry	Tralee	Cloghane
Northern Region	Cavan/Monaghan	Monaghan	Clontibret
Northern Region	Cavan/Monaghan	Monaghan	Smithboro
Northern Region	Cavan/Monaghan	Baileboro	Tullyvin
Northern Region	Donegal	Glenties	An Dúchoraidh (Doochary)*
Northern Region	Donegal	Ballyshannon	Dunkineely
Northern Region	Donegal	Buncrana	Culdaff
Northern Region	Sligo/Leitrim	Ballymote	Bunnanadden
Northern Region	Sligo/Leitrim	Manorhamilton	Drumkeeran
Northern Region	Sligo/Leitrim	Manorhamilton	Kiltyclogher
Eastern Region	Laois/Offaly	Tullamore	Geashill*
Dublin Metropolitan Region	DMR South Central	Pearse St	Harcourt Terrace
Dublin Metropolitan Region	DMR North	Ballymun	Whitehall
Dublin Metropolitan Region	DMR North	Balbriggan	Rush
Dublin Metropolitan Region	DMR East	Dun Laoghaire	Dalkey

* Non-operational

Table A lists thirty five (35) stations located outside the Dublin Metropolitan Region and four (4) Garda stations located within the Dublin Metropolitan Region and identified as suitable for closure.



Table B: DMR Stations identified for reduced opening hours

Division	District	Stations
DMR East	Blackrock	Stepaside
DMR East	Dun Laoghaire	Cabinteely
DMR East	Dun Laoghaire	Kill O'the Grange
DMR South	Crumlin	Sundrive Road
DMR South	Terenure	Terenure
DMR West	Blanchardstown	Cabra
DMR North	Coolock	Malahide
DMR North	Ballymun	Santry
DMR North	Raheny	Howth
DMR South Central	Donnybrook	Donnybrook

Table B lists the ten (10) Garda stations identified within the Dublin Metropolitan Region as suitable for reduced opening hours at night.