An Garda Síochána

Divisional Policing Plan 2006
for the Wexford/Wicklow Garda Division.

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An Garda Síochána

National Strategic Goals 2004 - 2006

1. **National/International Security** - To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.

2. **Crime** - To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.

3. **Traffic** - To reduce the incidence of fatal and serious injury collisions and improve traffic flow.

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

5. **Public Confidence** - To improve confidence in An Garda Síochána.

6. **Ethnic and Cultural Diversity** - To build the capability of An Garda Síochána to fulfill the emerging policing needs of our diverse ethnic and multi-cultural communities.

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Photograph of the
Divisional Officer

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<u>Foreword from the Wexford/Wicklow Divisional Officer.</u>

- *This is the 2nd year of the current three-year Garda Corporate Strategy 2005 – 2007. This years Policing Plan has been developed to consider the current changes identified by the community as priority policing targets. The Garda Síochána Act 2005 requires that the organisation embrace, on a structured basis, the diverse cultural and ethnic changes that are developing in our communities.*

- *The plan outlines our policing policy, our aims and objectives, and how progress can be measured. We will also inform the public of the service we are endeavouring to deliver and our commitment to achieving continued support and satisfaction from the community we are providing a policing service to.*

- *The area of traffic and driver education through the use of media and high visibility patrolling, enforcement and detection will be one of the major goals of the coming year for the organisation. This plan will endeavour to address the level of road deaths, speeding and collisions on the road within this Division.*

- *The Mission of An Garda Síochána is to achieve the highest attainable level of Personal Protection, Community Commitment and State Security. This Policing Plan assists us in achieving this Mission.*

- *The office of the Chief Superintendent, Wexford Garda Station is available to receive any comments favourable or otherwise which we feel would help us enhance the service we provide to the community*

M. R. Murphy,
Chief Superintendent.

Dated: 23 January 2006

An Garda Síochána Policing Plan 2006

Strategic Goal One - National/International Security

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

Actions	National Performance Indicators
Initiate intelligence-led operations against the dissident Republican Groups	Number of Garda operations commenced Number of prosecutions initiated
Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána	The implementation of the national Covert Human Intelligence System (CHIS) Number of Gardaí trained in CHIS Number of crime analysts employed Volume of intelligence gathered/exchanged
Develop initiatives aimed at identifying, preventing and/or disrupting the activities of radical Islamic extremists	Number of initiatives developed Number of operations commenced Number of Garda members operating on external borders Number of international seminars/conferences and training programmes attended
Develop and maintain the exchange of intelligence between An Garda Síochana and Law Enforcement and security agencies worldwide.	Volume of intelligence exchanged Number of European Arrest Warrants sought and received Number of partnerships in place/developed Number of briefings to the Department of Justice, Equality and Law Reform Number of threat assessments prepared Number of meetings with international partners
Provide specialist assistance to Regional Commissioners against selected targets on an intelligence-led basis	Number of operations mounted in each Garda Region Number of arrests of subversive/terrorist suspects Quantity of arms/explosives seized Number of briefings provided to Regional Commissioners by Crime and Security Section

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STRATEGIC GOAL ONE: NATIONAL/INTERNATIONAL SECURITY – To Reduce the Threat of Subversive and Terrorist Activity Through Intelligence-led Policing and International Co-operation

Divisional Actions	Divisional Performance Indicators
➤ Initiate intelligence-led operations against the various factions within the dissident Republican groups.	• Number of Garda operations commenced. • Number of prosecutions initiated.
➤ Develop and improve the quality of intelligence through broadening the intelligence source base in all sections of An Garda Síochána.	• The implementation of the National Covert Human Intelligence System (CHIS). • Number of Gardaí trained in CHIS. • Volume of intelligence gathered and passed to Security & Intelligence.
➤ Develop initiatives aimed at identifying, preventing and/or disrupting the activities of radical Islamic extremists.	• Number of initiatives developed. • Number of operations commenced.
➤ Develop and maintain the exchange of intelligence between An Garda Síochána and Law Enforcement and security agencies worldwide.	• Volume of intelligence exchanged. • Number of European Arrest Warrants sought and received.
➤ Provide specialist assistance to District against selected targets on an intelligence-led basis.	• Number of operations mounted in each Garda District. • Number of arrests of subversive/terrorist suspects. • Quantity of arms/explosives seized.

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Strategic Goal Two – Crime

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

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

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STRATEGIC GOAL TWO: CRIME –
To reduce the Incidence of Organised, Drug Related and Serious Crime and Criminal Behaviour

Divisional Actions	Divisional Performance Indicators
➢ Identify and profile, at District level, the main individuals/groups engaged in: Organised/Serious Crime and Drug Related Crime.	• Number of individuals/groups profiled. • Monthly review of profiles carried out by District Officers • Number of intelligence reports on the targeted individuals/groups.
➢ Implement the Code of Practice for the management of Covert Human Intelligence Sources.	• Dissemination of Code of Practice to all members in so far as it relates to this Division. • Number of Garda personnel trained at each level in so fare as it applies to this Division.
➢ Further develop our criminal intelligence capability at District Level.	• Criminal Intelligence Officer (CIO) will disseminate a monthly Intelligence Bulletin to stations within his/her Division. • Number of briefings of members of the Divisional staff by the CIO. • Identify and seek to build partnerships with appropriate external stakeholders.
➢ Further develop crime investigation management capability.	• Partake of specific courses in crime investigation management: • Management and Operations. • Number of personnel who completed these courses.

➢ **Reduce the incidence of crime and increase detection rates.**	• Number of headline crimes recorded and the percentage detected. • Number of non-headline crimes recorded and the percentage detected. • Number of targeted operations to reduce specified headline crimes.
➢ **Conduct risk assessments of high risk/vulnerable targets in each District.**	• Number of risk assessments carried out which are followed up with appropriate crime prevention advice. • Number of persons provided with crime prevention advice after assessment.

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Strategic Goal Three – Traffic	
To reduce the incidence of fatal and serious injury collisions and improve traffic flow.	
Actions	**National Performance Indicators**
Traffic Corps will spend 20% of duty time patrolling on single-lane carriageway at collision-prone locations.	Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at collision-prone locations.
Increase arrest rate for driving while intoxicated by 15% in 2006.	Number of arrests for driving while intoxicated per division per month. Number of breath-tests per division per month.
Traffic Corps will spend 30% of duty time on speed enforcement.	Percentage of Traffic Corps duty time spend on speed enforcement. Increase speeding detections by 15%.
Gardai will spend 20% of duty time on static, high-visibility vehicle checkpoints.	Percentage of Traffic Corps duty time spent on static, high-visibility checkpoints. Percentage of non-Traffic Corps Garda duty time spent on static, high-visibility checkpoints.
Educate road users through radio/TV broadcasts, and road shows.	Arrange for two road shows per division during 2006. One weekly road safety broadcast on each local radio station in each division. Road safety will be featured on six Crimecall programmes in 2006.
Traffic Corps units will spend 10% of duty time on covert road traffic policing.	Percentage of Traffic Corps duty time spent on covert road traffic policing. Increase detections for dangerous driving related offences by 15%.
Establish a benchmark for each Division regarding the time spent by Gardaí dealing with traffic management.	Percentage of Traffic Corps duty time spent on traffic management in each division. Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc.) Number of static high-visibility vehicle checkpoints carried out by non-Traffic Corps Gardaí per division per month.
Increase the strength of the Traffic Corps by 244 in 2006 with a proportionate increase in the transport allocation.	Number of additional members allocated to the Garda Traffic Corps per quarter. Number of additional patrol vehicles allocated to the Garda Traffic Corps per quarter.

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STRATEGIC GOAL THREE: TRAFFIC – **To reduce the Incidence of Fatal and Serious Injury Collisions and Improve Traffic Flow**	
Divisional Actions	**Divisional Performance Indicators**
➢ Traffic Corps will spend 20% of duty time patrolling on single lane carriageways at Collision Prone Locations (CPL).	• Percentage of Traffic Corps duty time spent patrolling single lane carriageways at Collision Prone Locations.
➢ Increase arrest rate for driving while intoxicated by 15% in 2006.	• Number of arrests for driving while intoxicated per District per month. • Number of breath-tests per District per month.
➢ Traffic Corps will spend 30% of duty time on speed enforcement.	• Percentage of Traffic Corps duty time spent on speed enforcement. • Number of detections for speeding offences.
➢ Traffic Corps will spend 20% of duty time on high visibility static vehicle check-points.	• Percentage of Traffic Corps duty time spent on static high visibility check-points.
➢ Educate road users through radio/TV broadcasts, and road shows.	• Arrange for two road shows – one at Gorey and one at Wexford – during 2006. • One weekly road safety broadcast on local radio station in each District.

➤ Traffic Corps units will spend 10% of duty time on covert road traffic policing.	• Percentage of Traffic Corps duty time spent on covert road traffic policing. • Number of detections for dangerous driving related offences.
➤ Establish a benchmark for each District for the time spent by Gardaí dealing with traffic management.	• Percentage of Traffic Corps duty time spent on traffic management in each District. • Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc). • Number of static high visibility vehicle checkpoints carried out by non-Traffic Corps Gardaí per District per month.
➤ Increase Traffic Corps strength and accommodation.	• Number of personnel assigned and accommodation provided.

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Strategic Goal Four – Public Safety **To ensure public safety by reducing the incidence of public disorder** **and anti-social behaviour.**	
Actions	**National Performance Indicators**
Review deployment of Gardaí and methods of patrolling on a quarterly basis to reduce assaults.	Number of reviews conducted at Divisional level. Decrease by 10% the number of assaults. Number of violent crimes* per 1,000 population and percentage detected. Number of prosecutions for public order offences.
Create a customer 'feeling of safety' index for year-on-year benchmarking.	Achieve an 85% satisfaction rating in the Public Attitude Survey 2006. Achieve a 70% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in local neighbour-hoods after dark'. Achieve a 85% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in homes alone at night'.
Identify Public disorder hot-spots in consultation with stakeholders and deploy resources accordingly.	Number of public disorder hot-spots per division. Number of joint initiatives undertaken with stakeholders. Number of uniform foot patrols per quarter. Number of uniform cycle patrols per quarter. Number of uniform mobile patrols per quarter.
Utilise CCTV to enhance public safety.	Percentage of Garda divisions with CCTV systems installed. Percentage increase in number of systems operational in 2006 (over 2005).

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STRATEGIC GOAL FOUR: PUBLIC SAFETY –

To Ensure Public Safety by Reducing the Incidence of Public Disorder and Anti-Social Behaviour

Divisional Actions	Divisional Performance Indicators
➤ Review deployment of Gardaí and methods of patrolling on a quarterly basis to reduce assaults and incidents of street violence by 10%.	• Actual monthly incidence versus 2005 average monthly incidence.
➤ Create a customer feeling of safety index for year-on-year benchmarking.	• Achieve an 85% satisfaction rating in 2006. • Achieve a 70% rating in the Public Attitude Survey 2006 regarding "feeling of safety in local neighbourhoods after dark". • Achieve an 85% rating in the Public Attitude Survey 2006 regarding "feeling of safety in homes alone at night".
➤ Identify public disorder hotspots in consultation with stakeholders and deploy resources accordingly.	• Number of public disorder hot-spots per District. • Number of joint initiatives undertaken. • Percentage of resources (human and financial) deployed on visible uniform duties.
➤ Deploy appropriate Information Technology to enhance public safety.	• Percentage of Stations enabled through specific IT provision in 2006. • Percentage increase in CCTV provision.

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

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STRATEGIC GOAL FIVE: PUBLIC CONFIDENCE – **To Improve Confidence in An Garda Síochána.**	
Divisional Actions	**Divisional Performance Indicators**
➢ Enhance our engagement with the community in preparation for full implementation of the Garda Síochána Act 2005.	• Number of Continuous Professional Development courses which include a focus on the Garda Síochána Act 2005. • A minimum of two public meetings per District per year. • Number and type of networks developed to enhance public confidence
➢ Increase Garda presence/visibility in public places.	• Percentage increase in the number of visibility patrols. • Percentage of Garda personnel on visibility patrol at any one time. • Percentage of Garda management time on visible supervisory duty. • Review Garda systems to release members for visible duties.
➢ Provide an immediate response to emergencies.	• Number of 999/112 calls answered within 20 seconds. • 65% of emergency/priority 1 calls responded to within 15 minutes and 90% within 30 minutes. • 5% decrease in the number of complaints regarding emergency response service.

➢ **Provide feedback to victims of crime.**	• Number of letters to crime victims generated by the PULSE System. • Number of letters issued specific to burglary, robbery and assault as a percentage of the total incidents of these crimes. • Number of letters from crime victims responded to within 10 days. • Improve, by 10%, satisfaction of crime victims with notification of significant case developments.
➢ **Target the most common sources/causes of complaints made against members of An Garda Síochána.**	• Reduce complaints against An Garda Síochána by 5%. • Number of conflict resolution training programmes provided for personnel, including management. • Number of specific training for selected Garda personnel who are subject of multiple complaints at District level.
➢ **Assess the quality of service provided by An Garda Síochána to the public.**	• Publish results of Public Attitude Survey by March 2006. • Formulate an implementation plan to action areas for improvement. • Provide comment cards in prominent positions.

An Garda Síochána Policing Plan 2006
Strategic Goal Six – Ethnic and Cultural Diversity **To build the capability of An Garda Siochana to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.**

Actions	National Performance Indicators
Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis.	Number of representatives of ethnic and cultural minorities on local Garda / Community committees. Bi-annual meetings with ethnic and cultural groups in divisions. Existence of policy document on consultation/communication with ethnic and minority groups. Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006.
Develop a multi-faceted strategy to provide for more effective recording or racially motivated crime.	Number and nature of recorded racially motivated incidents. Undertake a study (with NCCRI) regarding reported figures on racially motivated crime. Number of complaints against members of An Garda Siochana for racially motivated incidents.
Develop targeted initiatives focussing on access to police services for Travellers, refugees and migrants.	Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006. Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services. Provision of services in languages other than English and Irish. Number of meetings facilitated by Garda Ethnic Liaison Officers.
Develop anti-racism, intercultural and diversity training for senior and middle management.	Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management. Percentage of senior and middle management trained in 'Diversity Awareness Training programme under EU Garda/PSNI Peace and Reconciliation Project'.
Develop and implement a clear support system for the induction, training and retention of newly recruited members of An Garda Síochána from cultural and ethnic minorities.	Existence of a structured support system for newly recruited members of An Garda Siochana from cultural and ethnic minorities. Number of members of ethnic and cultural communities who undergo Garda training.

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STRATEGIC GOAL SIX: ETHNIC AND CULTURAL DIVERSITY – To Build the Capability of An Garda Síochána to Fulfil the Emerging Policing Needs of our Diverse Ethnic and Multi-Cultural Communities.

Divisional Actions	Divisional Performance Indicators
➤ Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis.	• Number of representatives from ethnic and cultural minorities on local Garda/Community committees. • Bi-annual meetings with ethnic and cultural groups in Districts. • Existence of policy document on consultation/ communication with ethnic and minority groups. • Satisfaction of members of ethnic minorities with Garda service measured through the Public Attitude Survey 2006.
➤ Develop a multi-faceted strategy to provide more effective recording of and protection from racially motivated crime.	• Number and nature of recorded incidents. • Number of complaints against members of An Garda Síochána for racially motivated incidents.
➤ Develop targeted initiatives focusing on access to police services for Travellers, refugees and migrants.	• Satisfaction of Travellers, refugees and migrants with Garda service measured through the Public Attitude Survey 2006. • Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services. • Provision of services in languages other than English and Irish. • Number of meetings facilitated by Garda Ethnic Liaison Officers.

➢ Develop anti-racism, intercultural and diversity training for senior and middle management.	• Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management. • Percentage of senior and middle management trained in "Diversity Awareness Training programme under EU Garda/PSNI Peace and Reconciliation Project".
➢ Develop and implement a clear support system for the induction training and retention of newly recruited members of An Garda Síochána from cultural and ethnic minorities.	• Existence of a structured support system. • Number of members of ethnic and cultural communities who undergo Garda training.

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