

# An Garda Síochána Policing Plan 2011







**GARDA**



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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 introduce An Garda Síochána's Annual Policing Plan 2011. This plan outlines our strategic goals for the second year of the Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.

The Strategy Statement 2010 – 2012 is based upon four core values, namely:

- **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.

These values will guide all of our actions in 2011 and they will continue to serve as our cultural cornerstones during the year. They are inherent and sacrosanct and can never be compromised.

We have consulted closely with the community and with a range of partners, in order to place their concerns and priorities at the centre of our plan. The economic situation which faces us remains challenging. I believe strongly that strong leadership and clear vision, along with a continued focus on fiscal prudence, will be essential in the successful delivery of this plan.

Ongoing dialogue and consultation are invaluable in building and maintaining the key relationships which are at the core of our work in the community, as well as in understanding the issues which face the people who live and work there. An Garda Síochána's long-standing commitment to working in communities all across Ireland is something which we must guard closely. The community is at the core of all the work we do; it is our greatest ally in detecting and preventing crime and safeguarding the people of Ireland. I firmly believe that close community relationships and networks are one of the strongest indicators of An Garda Síochána's effectiveness.

We share the concerns of the community and we share their priorities. Our needs are common and we

acknowledge that in order to maintain our focus on and our unwavering commitment to our core activity, to prevent and detect crime, we must work hand in hand with the community and the people and organisations at its heart. This policing plan details how we will achieve this during the course of 2011. We will use the resources available to us effectively, in order to meet this overall objective, from individual Gardaí on the beat and working in their local units, to specialist units, national support services and civilian support staff. We will proactively target people who are committing crimes of any nature. We will continue to focus on anti-social behaviour and public disorder, which greatly affect the quality of life in our communities. We will work tirelessly to make our roads safer for all road users through the use of enforcement measures, education and the promotion of a partnership based approach. We are dedicated to achieving a significant reduction in the incidence of fatal and serious collisions on our roads through a range of measures.

All areas of Garda activity will be informed by a commitment to intelligence-led operations, high visibility patrolling and by utilising our available resources to the greatest effect to deliver the best possible outcomes.

The proactive programme of change and modernisation which has been undertaken in recent years by An Garda Síochána will continue through the implementation of this policing plan. Our vision is of excellent people delivering policing excellence. In order to become even better at what we do as a police force, we will provide access to the best resources, infrastructure and support which will deliver the optimum policing service. All new initiatives and projects delivered as part of this plan will be developed in line with the fundamental principles of the Strategy Statement 2010 – 2012.

I am very proud to lead an organisation of men and women, Gardaí and Civilians, who display their commitment and dedication to making the community safe for everyone on a daily basis. As Commissioner, I believe that it is the primary function of An Garda Síochána to ensure that people feel safe, whether they are on the streets or in their homes. An Garda Síochána will not lose sight of that priority. As we implement this plan in 2011, we will maintain our commitment to delivering the highest standards of professional policing for the benefit of the community as a whole.

**M.F. Murphy**  
**Commissioner of An Garda Síochána**

# Policing Priorities for An Garda Síochána for 2011

## Determined by the Minister for Justice and Law Reform

### 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 Law Reform 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 2011

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, 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 crime.

#### Policing Communities

To achieve the maximum levels of safety for local communities and to provide a community policing service which meets the demands of the public.

#### Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries 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. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

#### 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
Identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>A heightened awareness of the threats posed by subversive groups, including a targeted approach to identifying and monitoring individuals involved in subversive activity</p> <p>Continuing to develop our intelligence gathering and analysis capability</p> <p>The continued use of all available legislation</p> <p>Prioritising the deployment of resources in support of national security operations</p>	<p>No terrorist attacks occurring within the State</p> <p>Enhanced intelligence gathering to support targeted operations against terrorist and extremist groups</p>	Assistant Commissioner Crime and Security	A secure nation
Disrupt the connection between organised crime gangs and subversive/terrorist groups	Identifying and targeting the links between organised crime gangs and subversive/terrorist groups	Levels of activity against organised crime gangs and subversive/terrorist groups	Assistant Commissioner Crime and Security	
Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents	<p>Continuing to liaise with appropriate agencies</p> <p>Adherence to international good practice</p>	<p>Number of Regional Support Unit (RSU) call outs to crisis incidents<sup>1</sup></p> <p>Crisis incident management training conducted</p>	Each Regional Assistant Commissioner	
Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'	<p>Participation in Major Emergency Plan exercises with other agencies</p> <p>Conducting critical infrastructure audits</p>	<p>Major Emergency Planning exercises conducted in all Garda Regions</p> <p>All Critical Infrastructure Audits conducted</p>	Each Regional Assistant Commissioner	An active role in enhancing national security

<sup>1</sup>The baseline figures will not be established until the end of January 2011.



# 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
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> <li>Continuing to target organised crime gangs</li> <li>Identifying and targeting human trafficking networks</li> <li>Proactively targeting drug trafficking, and low level street dealing</li> <li>Identifying and targeting assets which are the proceeds of crime</li> </ul>	<ul style="list-style-type: none"> <li>Developing our intelligence gathering capability to tackle organised crime gangs</li> <li>The continued deployment of dedicated armed patrols both locally and nationally to disrupt the activities of criminal gangs.</li> <li>The full utilisation of the Garda Síochána Analysis Service (GSAS) in identifying trends and suspects</li> <li>The full utilisation of all available legislation</li> <li>The effective use of intelligence-led briefings</li> <li>Joint operations in partnership with Customs and Revenue Officials and other relevant agencies</li> <li>Developing and implementing targeted operations aimed at street level drug dealing</li> <li>A proactive approach to targeting of 'Grow Houses'</li> <li>Implementing actions appropriate to An Garda Síochána as set out in the National Action Plan to Prevent and Combat the Trafficking of Human beings in Ireland 2009-2012</li> </ul>	<p>Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act 2009) forwarded to Director of Public Prosecutions</p> <p>Levels of activity against organised crime groups</p> <p>Intelligence reports relating to organised crime</p> <p>Intelligence led operations against groups and individuals involved in the operation of 'Grow Houses'</p>	<p>Assistant Commissioner Crime and Security</p>	<p>Reduced crime and the fear of crime</p>
<p>Target crimes against the person and high volume property crime, including:</p> <ul style="list-style-type: none"> <li>Crimes involving prohibited weapons</li> <li>Domestic violence incidents</li> <li>Crimes of a sexual nature</li> </ul>	<ul style="list-style-type: none"> <li>Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime</li> <li>The effective use of intelligence-led briefings</li> </ul>	<p>Crimes against the person reduced in line with Strategy Statement commitments</p> <p>Detections for crimes against the person increased in line with Strategy Statement commitments</p> <p>Property crime reduced in line with Strategy Statement commitments</p> <p>Detections for property related crime increased in line with Strategy Statement commitments</p>	<p>Assistant Commissioner National Support Services</p>	
<p>Support and protect child victims</p>	<ul style="list-style-type: none"> <li>Ongoing consultation with all relevant agencies to enhance services provided to victims of sexual abuse and domestic violence</li> </ul>	<p>Number of 'HSE Notification Actions' in relation to crimes against children<sup>2</sup></p>	<p>Each Regional Assistant Commissioner</p>	
<p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<p>Interagency cooperation with the H.S.E. in relation to the investigation of crimes against children</p> <p>Ensuring the provisions of the Sex Offenders Act 2001 are implemented.</p> <p>Fully Implementing Garda Policy on the Investigation of Sexual Crimes</p>	<p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p>		

<sup>2</sup>The baseline figures will not be established until the end of January 2011.





# 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
Intelligence led enforcement of Road Traffic and Road Transport Legislation	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour through:</p> <ul style="list-style-type: none"> <li>• Utilisation of available information to identify priority times and locations for enforcement</li> <li>• Full utilisation of detection equipment and enabling technology</li> </ul> <p>Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies</p> <p>Enhanced capability in the detection of drug driving</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all Schools Programmes</p> <p>Each Divisional Officer to devise a Casualty Reduction Strategy with the overall objective of reducing fatal and serious injury collisions</p>	<p>Deaths and serious injuries reduced</p> <p>Targets appropriate to An Garda Síochána, as set out in The Road Safety Strategy 2007-2012 achieved in the following areas:</p> <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increased seatbelt wearing</li> </ul> <p>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles</p> <p>Field Impairment testing training delivered to all operational members</p> <p>Review of Garda Road Safety Awareness Communications programme completed</p> <p>Casualty Reduction Strategy implemented in all Divisions</p>	<p>Assistant Commissioner Traffic</p> <p>Each Regional Assistant Commissioner</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity	<p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>• Intelligence led roads policing operations based on local intelligence</li> <li>• Increasing levels and quality of intelligence</li> <li>• The provision of appropriate resources and training to ensure effective roads policing</li> <li>• The continued development of ANPR</li> <li>• The development of a Criminal Interdiction Programme for An Garda Síochána</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented</li> <li>• No. of positive hits on ANPR in relation to Traffic related offences</li> <li>• Feasibility study of wireless enablement of ANPR using 3G technology completed</li> <li>• Criminal Interdiction Programme developed for all Traffic Corps members</li> </ul>		

## 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
Minimise the impact of public disorder, assaults and criminal damage	Through proactive analysis identify public order hotspots and deploy appropriate resources to identified areas in respect of alcohol and drug related anti-social behaviour and youth crime	Public disorder reduced in line with Strategy Statement commitments	Each Regional Assistant Commissioner	Safer and more peaceful local communities
	Providing a coordinated approach to incidents of public disorder and Anti-Social Behaviour	Assaults reduced		
	Reducing the fear in communities caused by the incidents of antisocial behaviour by the continued use of behaviour warnings, good behaviour contracts, court orders and targeted operations	Criminal damage reduced		
	Enhancing community safety through targeted high visibility patrols			
Improved understanding and responsiveness to community needs	Full utilisation of all available legislation particularly in relation to underage drinking			
	Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of test purchase operations <sup>3</sup>		
	Continuing to liaise 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			
	Conducting a Public Attitudes Survey to measure levels of confidence and satisfaction in An Garda Síochána amongst the general public as well as perceptions on the fear of crime and feelings of safety	Public Attitudes Survey completed	Assistant Commissioner Crime & Security	

<sup>3</sup>The baseline figures will not be established until the end of January 2011.





## 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
Work with and support all sections of our community	Ensuring that Community policing is embedded in all Communities	Commitment to Garda Síochána National Model of Community Policing accomplished	Each Regional Assistant Commissioner & Assistant Commissioner Strategy, Training & Professional Standards	Trust and confidence in the Garda service
	Evaluating Community Alert and Neighbourhood Watch Strategies	Evaluation of Community Alert and Neighbourhood Watch Strategies completed.		
Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities	Supporting the work of the National Children Services Implementation Group(NCSIG) and Children's Services Committee (CSC) Initiative	Assistant Commissioner Strategy, Training & Professional Standards appointed to NCSIG Support of and participation in CSCs in all Garda Regions		
	The development of an implementation plan for Older People Strategy	Full implementation of Older People Strategy	Assistant Commissioner Strategy, Training & Professional Standards	
	The development of a Youth and Children Strategy for 2012 -2014	Full implementation of plan to develop Youth & Children Strategy 2012-2014		
A partnership approach to solving community problems	Implementation of the Garda Diversity Strategy 2009-2012	Garda Diversity Strategy implemented	Each Regional Assistant Commissioner	
	Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Active participation in all established JPCs and Local Policing Fora	Assistant Commissioner Strategy, Training & Professional Standards	
Recognising and responding to the needs of victims of crime	Implementing the recommendations the of JPC Survey 2009	Recommendations of the JPC Survey 2009 implemented		
	Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation	An Garda Síochána Victims Charter implemented	Assistant Commissioner Strategy, Training & Professional Standards	
	Reviewing the policy on Family Liaison Officers	Systems in place to monitor implementation  Policy on Family Liaison officers reviewed	Assistant Commissioner Strategy, Training & Professional Standards	

## 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
The continued development of an excellent organisation	The implementation of the Public Service (Croke Park) Agreement 2010-2014	<ul style="list-style-type: none"> <li>A performance management framework for An Garda Síochána introduced</li> <li>A rostering system that more closely matches the availability of staff with policing demands introduced</li> <li>The implementation of appropriate reporting arrangements</li> </ul>	Assistant Commissioner Human Resource Management	Highly motivated people
	The implementation of the Strategic Change Framework	The Strategic Change Framework implemented	Assistant Commissioner Strategy, Training & Professional Standards	Better service to citizens
	Identifying all training deficiencies nationally and ensure there are sufficiently qualified personnel to meet requirements.	Enhanced organisational training to meet requirements delivered		
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	The commencement of Committed to Excellence Programme in two Pilot Divisions (Louth & Cork City)	Committed to Excellence accreditation achieved by two pilot Divisions (Louth & Cork City)	Executive Director ICT	More effective use of resources
	Enhance facilities for dealing with persons detained in custody	<ul style="list-style-type: none"> <li>Tender completed and Suspect Interviewing Video Recording Equipment(SIVRE) solution implemented in 5 pilot locations</li> <li>Programme to provide Custody CCTV in Garda Stations commenced</li> <li>Programme to update cell accommodation implemented</li> </ul>	Executive Director Finance & Services	
Enable smart processes and technologies to support frontline policing delivery	Implementation of the ICT Strategy 2010-2012	Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved	Executive Director ICT	
	Alignment of the 2011 Garda budget with the Annual Policing Plan	Policing priorities financed within the voted budget	Executive Director Finance & Services	
Ensure value for money in the management of resources	Working with National procurement Service to develop common approach to procurement capacity processes across all procurement areas	A Corporate Procurement Plan implemented	Assistant Commissioner Strategy, Training & Professional Standards	
	Developing the management of risk by the continued rollout and support for organisational wide risk management.	All organisational risk registers maintained in line with organisation policy Training in the management of risk completed		
Enhance our corporate commitment to the environment	Implementing the Garda Environmental and Energy Strategy	Garda Environmental and Energy Strategy implemented	Executive Director Finance & Services	