



An Garda Síochána
Ireland's National Police Service

Annual Policing Plan 2015

“Renewing the present, creating the future”

I am pleased to announce An Garda Síochána's Annual Policing Plan 2015, which sets out the policing commitments of the service for the coming year. It encompasses the priorities for An Garda Síochána as determined by the Minister for Justice and Equality under Section 20 of the Garda Síochána Act 2005.

The Minister has determined the following matters as priorities for An Garda Síochána for 2015.

- **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 visible policing service which meets the needs of both urban and rural communities, tackles anti-social behaviour, burglaries and drug-related crime; and ensures the public safety of our town and city centres.
- **Supporting Victims of Crime**
To support the needs of victims of crime in a manner which treats them with dignity and keeps them informed about the progress of cases relevant to them; and to generally support measures aimed at implementing the EU Directive on Victims Rights.
- **Reducing re-offending**
To support an inter-agency approach to reducing rates of recidivism and to tackle serial offenders; including continued development of the Diversion programme for young offenders.
- **Roads Policing**
To reduce the number of deaths and serious injuries on our roads arising from collisions and from pedestrians failing to take appropriate care and to continue to implement the recommendations of the Garda Inspectorate Report on the Fixed Charge Processing System.
- **Domestic and Sexual Violence**
To vigorously work to prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs; with a view to ensuring timely responses in all cases.

- **Efficient use of resources**

To continue to maximise the efficient and effective use of personnel and other resources and to oversee the implementation of reforms, including those identified by the review of the Garda Síochána being conducted under the Haddington Road Agreement and to adhere, in so far as is possible, to budgetary targets across the organisation.

- **Justice Reform**

To implement the policing and security elements of the Government Justice Reform programme including supporting the establishment of the planned new independent Policing Authority.

2014 was a very challenging year and this plan focuses on commencing the journey of reform, change and the continuous development of An Garda Síochána, structurally, technologically and most importantly, culturally. As Commissioner of An Garda Síochána I am determined that we learn lessons from past experiences, that we renew the positives while accommodating advice and critique from within and from our oversight bodies and that we demonstrate an ability to improve.

I will ensure that crime prevention is at the core of everything we do, however when a crime does occur, An Garda Síochána will ensure that it is professionally and thoroughly investigated. An Garda Síochána is committed to protecting communities and individuals from the dangers and the harm associated with crime, drugs, domestic related crime to include burglaries, domestic violence and other forms of violence. I will be focussing in particular on improving the services we provide to victims of crime and trauma.

I am conscious that the close relationship we enjoy with communities across the country remains critical to our ability to prevent and tackle crime. We do not take this relationship for granted and will work to maintain and develop these strong links. Combining our community engagement and community policing philosophy with a renewed sense of public service and duty will be a priority for the entire organisation in 2015.

An Garda Síochána will work tirelessly towards transforming itself into an organisation that the Government, the people of Ireland and all Garda staff will be proud of. This will require time, careful analysis and a well structured approach. A renewal of the organisation's energies, capability and capacity will be necessary to achieve the changes required. We will engage and work closely with our staff – our greatest asset. A key aspect of this will be combining the many skills, abilities and experiences of our people with the knowledge and advice of other stakeholders within the criminal justice sector. I also look forward to working with the new Policing Authority in a collaborative approach to the many challenges that confront policing.

I am confident that the efforts of a renewed An Garda Síochána will continue to protect and serve the State and its diverse communities. I am committed to achieving this each and every day through the individual and collective effort of all members of An Garda Síochána.

In 2015 An Garda Síochána will not be standing still. We will be engaging, caring and responsive to the needs of the Community. The renewal of our core values and integrity of the service delivered will be at the heart of everything we do. This plan is different from previous ones and sets An Garda Síochána on a path of renewal and innovation, putting victims and the citizen at the centre of the service we provide.

Nóirín O'Sullivan

**Commissioner of
An Garda Síochána**

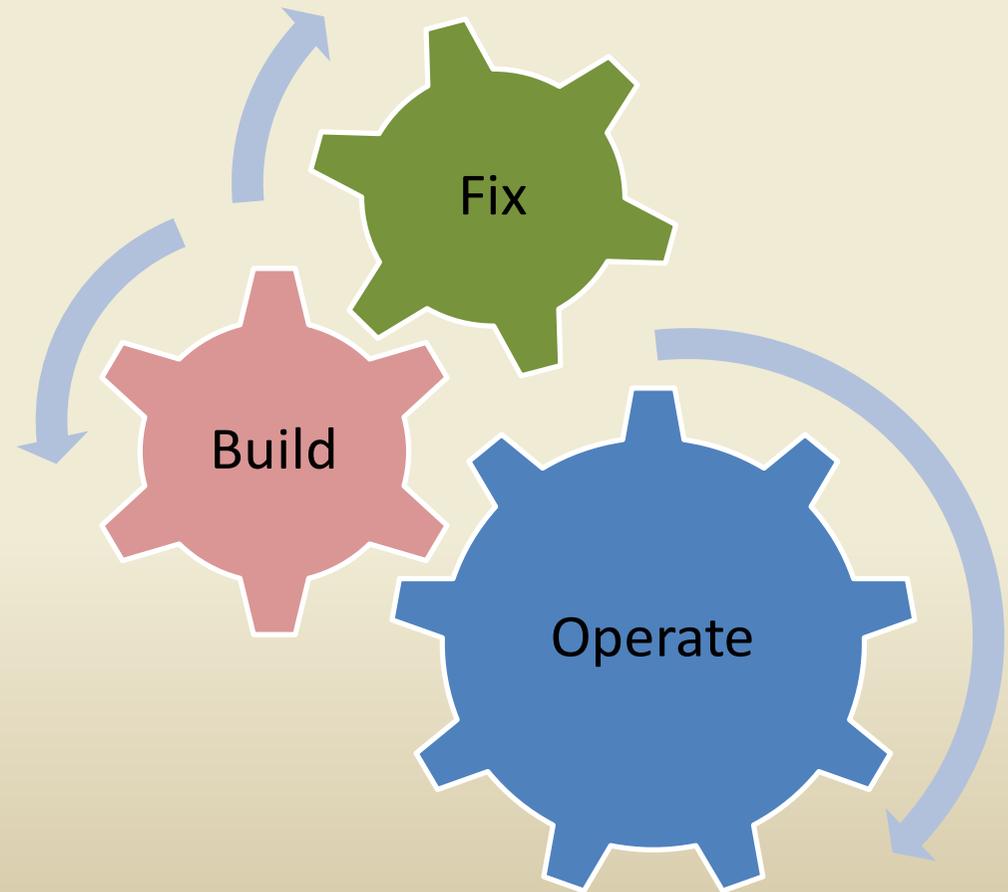
An Garda Síochána

- Renewing the present, Creating the future

The Fix dimension is about renewing the core of how we organise, execute and account for our service to the State and its citizens. Translating values into behaviours will be key while we begin the transformation of An Garda Síochána.

The Build dimension is focused on building capability for the future. Policing 2015 is critical to ensure the citizens of this country and its future generations remain safe and secure.

Operate relates to our primary mission of working with communities to protect and serve while delivering transformational change through our daily operations. We will deliver a policing service to the highest professional and ethical standards.



National Security

Keeping our country safe

- Maintaining national security and contributing to the mitigation of threats posed by international terrorism.

Fix

- Enhanced collaboration with international policing and security partners
- Improved organisational readiness for major emergencies
- Contribute to National Major Emergency Response Group

Build

- Enhanced intelligence capability
- Focussed policing of terrorist and extremist crime gangs
- Further enhance our co-operation with partner agencies for major emergency readiness

Operate

- Improve our capacity to deal with international terrorism
- Develop policing operations with our international law enforcement partners
- Further develop relations with International Security Partners



• Outcome

- Our National Security Maintained
- Our International Security Enhanced

What this goal means

To the general public

- Protect our country from terrorism in all its forms.

To An Garda Síochána

- Develop strategies to counteract any threat to the State.

National Policing Reduce the opportunity for crime, support victims of crime

- Protecting the public from harm. Working with our partners we will develop and implement proactive policing operations to reduce crime.

Fix

- Implement national model of crime prevention
- Develop victim centred policing for An Garda Síochána
- Improve crime management & investigation techniques
- Enhance data integrity
- Tackle domestic, sexual and gender based violence
- Reduce domestic related crime to include burglaries
- Tackle organised crime

Build

- Develop a national crime management model
- Implement divisional victim service centres
- Initiate predictive intelligence led policing
- Promote leaders who serve to support their teams
- Develop a crime prevention strategy for burglary related crimes

Operate

- Targeted policing operations
- Inter-agency offender management systems to tackle repeat offenders
- Victim Services Centres
- Juvenile diversion and restorative justice schemes
- Proactive intelligence & analysis led policing operations targeting burglary & domestic related crime types



• Outcome

- Consistent Standards of Crime Management & Investigation
- Enhanced Crime Prevention
- Enhanced Crime Detection

What this goal means

To the general public

- We will be there whenever you need us to advise, inform and support, until all your needs are met.

To An Garda Síochána

- All tasks will be owned and executed with professionalism and integrity.

Public Safety

Keeping our people safe

- Ensuring public safety through community oriented policing and high visibility roads policing.

Fix

- Develop and implement an enhanced philosophy of Community policing
- Enhance enforcement & education in pursuit of safer roads
- Promote high visibility policing
- Target night time anti-social behaviour and street disorder

Build

- Build a community engagement model which maximises the use of local policing fora and Joint Policing Committees
- Develop a resource allocation and deployment model in support of community safety
- Create improved partnerships

Operate

- Road safety enforcement plan
- Local community safety teams
- Policing from the heart of the community



- **Outcome**
- Safety on our Roads
- Safety in our Communities
- Collaborative Community Engagement

What this goal means

To the general public

• A visible presence protecting, engaging and enforcing, in the community, with the community and on behalf of the community.

To An Garda Síochána

• An uncompromising pursuit of safety on our roads and in our communities.

The Garda Service

What we will deliver to you

- Delivery of a dynamic and professional policing service framed by tenets of accountability and transparency.

Fix

- Develop a culture of openness and transparency
- Strengthen governance and oversight mechanisms
- Work in tandem with GSOC and the Garda Inspectorate
- Embed ethical behaviour, ensuring human rights at the heart of policing
- Develop a culture of learning and growth

Build

- Create a Corporate Services Centre to serve the new Policing Authority, FOI etc.
- Implement regional risk and compliance units
- Action based performance & accountability
- Develop an organisational scorecard mechanism to monitor performance.

Operate

- Quality assured processes
- Review & inspections
- Welcome external oversight
- Listen to our people
- Continuous improvement mentality
- Value our people - our greatest asset



• Outcome

- Best Policing Practices Delivered Consistently
- An Ethical and Professional Force Policing with Integrity

What
this goal
means

To the general
public

- An accountable police force which listens and responds while embracing constructive dissent.

To An Garda
Síochána

- An environment which encourages self reflection, learning and growth.

Policing in The Future

Creating our future

- Reforming An Garda Síochána in a changing environment through professionalisation of its people, processes, systems and structures to ensure we can deliver a 21st century policing service.

Fix

- A new model of policing embracing cultural reform
- Develop a workforce re-alignment process
- 21st century technology supporting a mobile and agile police service
- Harness and develop our knowledge and skills
- Implement Inspectorate recommendations

Build

- An organisation transformation plan
- An ICT development roadmap
- Lean administrative systems
- Quality services for our customers
- Enhance public trust and confidence

Operate

- Service continuity during transformational change
- Adaptable staff who embrace change



• Outcome

- A Modern Organisation Supported by Modern Systems Delivering a World Class Policing Service

What this goal means

To the general public

- Full service delivery where and when it's needed most.

To An Garda Síochána

- A policing environment of learning growth and innovation.

An Garda Síochána Act 2005, as amended, Section 22(1) (d) Notification of Opening/Closure of Garda Station.

Section 22 of the Garda Síochána Act 2005, provides that the Commissioner includes any proposal (Section 22 (1) (d)) to “open a Garda station in a new location or cease stationing members in an existing station”. In that regard I am to advise that Kilmihil Garda station in Co. Clare closed on the 31 January 2013 and the sub-district was then subsumed into Lissycasey Garda sub-district.

The OPW have now advised the lease on Lissycasey Garda station and its official living accommodation has expired and has not been renewed by the OPW. The building currently being utilised at Lissycassey was the subject of a 99 year lease. The former Garda station at Kilmihil was a new build and constructed as a purpose built Garda Station.

It is now proposed to relocate the policing service from Lissycassey Garda Station to Kilmihil, thereby closing Lissycasey Garda Station and reopening Kilmihil Garda Station. Kilmihil and Lissycasey are 12km apart and Kilmihil is the central location of both the old Kilmihil and Lissycasey sub-districts. Engagement with the local community and public representatives to advise them of this situation will be dealt with by local Garda management.

I believe relocation is the best alternative in this situation; otherwise the OPW will be required to expend considerable amounts of money to enter into a new leasing contract.

Stations for closure

| Region | Division | District | Station |
|---------------|-----------------|-----------------|----------------|
| Western | Clare | Kilrush | Lissycasey |

Stations for opening

| Region | Division | District | Station |
|---------------|-----------------|-----------------|----------------|
| Western | Clare | Kilrush | Kilmihil |