

AN GARDA SÍOCHÁNA POLICING PLAN



2016

FOREWORD

I am pleased to announce An Garda Síochána's Annual Policing Plan 2016, 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 2016:

Security

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

Tackling Crime

To combat serious and violent crime in all its forms, in particular organised and cross-border crime including human trafficking, as well as burglary, drug related crime, white collar crime and crimes against businesses and agriculture.

Policing Communities

To provide a visible, mobile and responsive policing service which meets the needs of both rural and urban communities.

Public Safety

To provide effective policing that ensures the public safety of our town and city centres, supports a safe and vibrant night-time economy, and tackles anti-social behaviour.

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 and the Criminal Justice (Rights of Victims) legislation.

Reduce Re-Offending

To support a targeted, inter-agency approach to reduce recidivism; 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.

Innovation and Efficiency

To continue to maximise the efficient and effective use of personnel and other resources; to oversee the implementation of reforms and the development of new ICT systems taking into account the recommendations of the Garda Inspectorate 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 support for the work of the new independent Policing Authority.

As part of our Policing and Security with TRUST programme, 2015 saw a number of significant changes in An Garda Síochána to ensure we continued to protect and support communities.

This included:

- The introduction of 28 Victim Service Offices
- The establishment of the National Protective Services Bureau for the thorough and sensitive investigation of sexual and domestic violence and child abuse

- The bringing together of investigative and operational expertise in a Drugs and Organised Crime Bureau to target organised crime
- The introduction a new multi-strand anti-crime strategy to tackle organised crime gangs and repeat offenders.

There were also improvements for communities and our members with major investment in new vehicles and new Garda students, as well as the announcement of a station building and refurbishment programme. Over €200m for investment in ICT over the next five years was also secured to modernise systems and processes.

These changes will continue in 2016 to ensure we are providing a national policing and security service that meets the needs of the society we serve.

In making these changes, we will build on what is good about An Garda Síochána, while taking on board the feedback we have received from the community, our own people, and oversight bodies and stakeholders on where we need to improve.

The key focus of the 2016 Policing Plan is on protecting the communities we serve. The close relationships we enjoy with communities across the country are critical to our ability to prevent and tackle crime. We do not take this for granted and will work to maintain and develop these strong links.

To enhance community safety and reduce the fear of crime, preventing crime from happening will be our main priority. But when a crime does occur we will ensure it is properly and thoroughly investigated. Victims of crime will be at the heart of the Garda service and will be given the information and support they need and are now entitled to.

We are committed to protecting communities and individuals from the dangers and harm associated with crime, drugs, domestic related crime including burglaries, domestic violence and other forms of violence.

An Garda Síochána will continue to be agile in responding to new and emerging threats so as to protect our country and its people. We will build on our considerable experience and expertise in tackling terrorism. There will be investment in technology to assist in the gathering and dissemination of intelligence locally, nationally and internationally. We will collaborate closely with our policing and security partners to share intelligence. Our strong relationship with the Police Service of Northern Ireland will continue to tackle cross-border terrorism and criminality.

An Garda Síochána is fully committed to transforming itself into a world-class police service. Our Policing and Security with TRUST five-year programme will see a renewed culture in An Garda Síochána of modernisation and professionalisation.

Policing and Security with TRUST will see Gardaí being visible and spending more time engaging with the community to enhance their safety; highly trained Garda members, staff and reserves equipped with the tools, skills and supports they need to do their jobs; Gardaí deployed in the right places at the right times, and a strong framework of governance and accountability that will ensure we provide an efficient and effective service.

An Garda Síochána is committed to continuing and increasing our collaborations with a wide range of public and private sector partners to enhance community safety and improve quality of life.

An Garda Síochána cannot afford to stand still. We must continue to be flexible and innovative to keep this nation and its people secure. As this Plan shows, the organisation is going through a significant period of change. Throughout this time we will continue to listen and learn from the community, our people, our oversight bodies and other stakeholders.

Policing will be delivered differently with the aim of providing the country with a world class police service.

But what won't change is An Garda Síochána's unstinting commitment to protecting communities and this State.

Nóirín O'Sullivan

Commissioner of An Garda Síochána

AN GARDA SÍOCHÁNA VISION, MISSION & VALUES

OUR VISION

Excellent people delivering policing excellence

OUR MISSION

Working with communities to protect and serve

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

AN GARDA SÍOCHÁNA PRIORITIES FOR 2016

NATIONAL SECURITY & INTELLIGENCE

Protect our national interest, mitigate the threat posed by terrorism and contribute to international security

NATIONAL POLICING

Deliver a policing service focused on crime prevention, victim orientation and professional investigations

COMMUNITY SAFETY

Improve public safety through enhanced community engagement and high visibility roads policing

CROSS ORGANISATION SERVICES

Deliver a professional policing and security service using resources effectively and efficiently

DELIVERY OF POLICING PRIORITIES

1. NATIONAL SECURITY & INTELLIGENCE		
Protect our national interest, mitigate the threat posed by terrorism and contribute to international security		
OBJECTIVE	INITIATIVE	OUTCOME
1.1. Protect the State and its people from terrorism in all its forms	Target operations against terrorist groups including those involved in organised crime.	Terrorist groups including those involved in organised crime identified and targeted.
	Implement An Garda Síochána's international Counter Terrorism Strategy. Implement An Garda Síochána's new Cyber Security Strategy. Invest in technologies to manage and respond to current and emerging threats.	Better structures in place to manage and respond to existing and emerging threats.
1.2. Enhance cross border policing to counteract terrorist and organised criminal activity	Continue to implement the joint cross border policing strategy between An Garda Síochána and the Police Service of Northern Ireland and support the high level multi agency task force established to tackle cross border organised crime.	Focused policing and security operations at the North/South border.
1.3. Actively contribute as a trusted intelligence partner to international security	Continue to build partnerships and share intelligence with our policing and security partners at home and abroad.	International security enhanced.
1.4. Renew our focus on intelligence management	Roll out the Intelligence Management System to national units.	Improved intelligence management.
1.5. Major emergency management	Plan for major emergencies in accordance with the Framework for Major Emergency Management.	Improved organisational readiness for major emergencies.
	Contribute to the National Major Emergency Response Group.	

2. NATIONAL POLICING

Deliver a policing service focused on crime prevention, victim orientation and professional investigations

OBJECTIVE	INITIATIVE	OUTCOME
2.1. Tackle serious and violent crime in all its forms	Target serious and violent crime in all its forms, in particular organised and cross-border crime including human trafficking, prostitution, burglary, drug related crime, white collar crime and crimes against businesses and agriculture.	Serious and violent crimes reduced.
	Continue to prevent domestic and sexual violence and crimes against children and professionally investigate these crimes when they do occur.	Enhanced protection for victims of domestic and sexual violence.
	Develop a risk assessment and risk management framework to identify risk levels to victims of sexual and domestic violence. Establish Divisional Protective Service Units.	Enhanced protection of children.
2.2. Focus on the prevention and detection of crime in our communities	Build upon our national anti crime strategies including Operation Thor.	Reduced crime and improved detections.
	Develop and implement a national operating model.	A model which will support and underpin the way An Garda Síochána delivers policing and security services.
2.3 Ensure that all investigations are conducted in a professional manner	Continue the phased planning and implementation of the Major Investigations Management System (MIMS) including - <ul style="list-style-type: none"> • Investigations Management System that will manage and track tasks and progress in relation to investigations. • Roll out of existing Property and Exhibits Management System (PEMS) to those locations currently without it. • Develop and implement an improved system for the management of all property and exhibits in Garda custody. 	IT systems which will support and improve processes relating to the investigation of serious crime.

	<ul style="list-style-type: none"> Develop and implement a new document storage and sharing system for all documents including video, CCTV, audio and images. 	
	Continue the implementation of incident management and victim support through PULSE 6.8.	Management and investigation of incidents improved.
2.4. Make victims central to the services we provide	<p>Continue to implement services to victims of crime and focus on repeat and vulnerable victims.</p> <p>Continue to implement the EU Directive on Victims Rights and the Criminal Justice (Rights of Victims) Legislation.</p>	A consistent and professional service provided to all victims of crime and reduced re-victimisation.
2.5. Improve our response and incident management capabilities	Enhancement of the Computer Aided Dispatch System (CAD).	Improved response capability to call for service.
	Develop a control room strategy to improve our response to calls for service and contact with the public.	A better control room service for the organisation and the public.
	Improve efficiency with which data is captured, collated and reviewed.	Data quality improved.
2.6. Inter agency offender management systems to tackle repeat offenders	<p>Work in partnership to tackle repeat offenders including continued development of our Juvenile Diversion Programme.</p> <p>Implement the Strategic Approach to Offender Recidivism (SAOR).</p> <p>Work in partnership with external stakeholders though J-ARC (Joint Agency Response to Crime) to reduce rates of recidivism.</p>	Better management of offenders and a reduced rate of recidivism.

3. COMMUNITY SAFETY

Improve public safety through enhanced community engagement and high visibility roads policing

OBJECTIVE	INITIATIVE	OUTCOME
3.1. Collaborate more closely with our communities to address crime, public safety and the fear of crime	Develop a new community policing framework.	A clear and consistent approach to community policing.
	Develop and implement a new crime prevention strategy.	Improved public satisfaction and reduced fear of crime.
	Maximise the use of local policing fora and Joint Policing Committees. Continue to reach out to, engage with and develop positive collaborative partnerships with diverse, vulnerable and hard to reach groups in the community.	
3.2 Provide greater Garda visibility and create better opportunities to proactively prevent crime and offending in our communities	Promote high visibility policing	Greater policing presence in our communities.
	Continue to tackle public disorder and anti-social behaviour.	Reductions in public disorder and anti-social behaviour.
	Target the illegal consumption of alcohol in public places.	
3.3 Use modern communication channels to communicate more closely with the community	Implement the new Garda Communications Strategy to improve communications with internal and external audiences.	Improved communications to the public, the State and the people of An Garda Síochána.
		Improved public confidence and trust.
3.4 Provide a safe environment for road users and improve road user behaviour in collaboration with our partner agencies	Enhance enforcement and education in pursuit of safer roads.	Improved safety on our roads and in our communities.
	Continue to implement the recommendations of the Garda Inspectorate Report on the Fixed Charge Processing System.	More efficient and effective Fixed Charge Processing System and greater accountability.
	Increase the use of Automatic Number Plate Recognition (ANPR) technology for roads policing and as an investigation tool.	More access to ANPR technology to track and target criminals and road offenders.

4. CROSS ORGANISATION SERVICES

Deliver a professional policing and security service using resources effectively and efficiently

OBJECTIVE	INITIATIVE	OUTCOME
4.1. <i>Multi Year Objective</i> Optimise the development and deployment of skills and human resources across the organisation	Deliver a comprehensive Human Resource and People Development (HR & PD) Strategy.	Development of a revised set of processes for recruitment, selection and internal appointment.
	Develop an organisation skills and manpower planning process which will enable dynamic data driven decisions to be made on such critical issues as deployment, skills development, organisational effectiveness and efficiency.	
	Identify a suite of IT Human Resource management tools for purchase and implementation as part of the 'technology enablement' programme within the HR & PD Strategy.	Implementation of a dash board of metrics and performance indicators around Human Resource deployment and people development across the organisation.
4.2. <i>Multi Year Objective</i> Develop strong governance and leadership throughout the organisation	Collectively agree and introduce a new working roster to improve the availability of resources and working conditions of Gardaí.	Enhanced availability and deployment of resources and improved work life balance.
	Design and implement a corporate governance framework in line with best practice in the public sector.	Stronger governance across the organisation and empowerment of management.
	Implement a standard approach and consistent technology within the Performance and Accountability Framework (PAF).	Improved supervision and support of members.
	Continue with the implementation of the Garda transformation programme.	Ongoing delivery of a professional, modern and reformed policing and security service.
	Implement performance management systems for all personnel of the Garda organisation.	Improved performance and development of Garda members and Garda staff.
	Continue to implement the inspection and review process.	Good internal governance and oversight.

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		Develop and implement a policy framework.	Consistent approach to policy development and review.
		Implement a revised approach to risk management.	Improved process for the identification, control and management of organisational risks.
4.3	<i>Multi Year Objective</i> Instil a culture of continuous improvement through education, training and development	Define a methodology to measure and quantify core vocational and operational training requirements and to compare and contrast these to the existing Continuous Professional Development (CPD) structures, facilities and resources.	A strategic and structured methodology for managing the provision of all forms of training and development.
4.4	<i>Multi Year Objective</i> Towards leaner administrative systems	Establish a core corporate services function to reduce and simplify existing bureaucratic processes.	Improved administrative processes and reduced bureaucracy.
4.5	Work in partnership with our oversight bodies	Continue to implement recommendations and feedback from the Garda Inspectorate and the Garda Síochána Ombudsman Commission (GSOC). Develop Garda structures and support commensurate with the functions and role of the Policing Authority. Support the GSOC in performance of its legislative remit.	Improved collaboration with oversight bodies.
4.6	Effectively manage expenditure	Target the management of financial resources to support operational policing. Target fleet investment to meet operational requirements. Tender for services such as outsourced managed towing, medical and environmental services plus operational uniforms. Construct two PEMS Stores in Ennis and	Maximum of available resources allocated to operational policing. Fleet to support the delivery of the Policing Plan. Increased operational efficiency at reduced cost. Improved facilities for the management of

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		Castlebar.	property and evidential material.
4.7	Work in partnership with local, national and international agencies	Expand cross agency collaboration capabilities, including collaboration with academia and industry.	Improved professional and collaborative relationships with partner agencies.