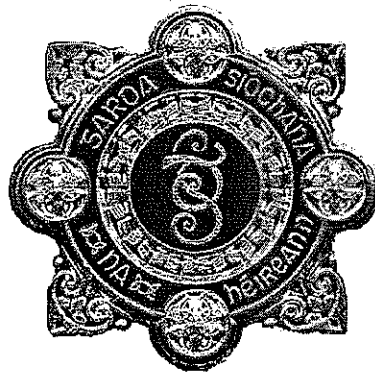


An Garda Síochána



Divisional Policing Plan 2008

Clare Garda Division

For further information contact:

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An Garda Síochána Strategic Goals 2008

1. National and International Security

To maintain National and International Security.

2. Crime

To significantly reduce the incidence of crime and criminal behaviour.

3. Traffic and Road Safety

To significantly reduce the incidence of fatal and serious injuries and improve road safety.

4. Public Order

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities.

5. Ethnic and Cultural Diversity

To provide equal protection and appropriate service, while nurturing mutual respect and trust.

6. Community Engagement

To build a Garda service that reflects the needs and priorities of the people in Ireland.



Foreword from the Clare Divisional Officer

The six strategic goals for An Garda Síochána in 2008 are listed in the first page of this document. These goals set out our strategic objectives for the year ahead and have been drawn from An Garda Síochána's Corporate Strategy 2007-2009

This document sets out how the management and staff of the Clare Division will advance these strategic goals and contribute to national performance indicators through local action. We are, as always, looking forward to the co-operation of the public in our efforts at achieving our stated objectives. In this regard we also look forward to the continued assistance and co-operation of the local authorities, the Health Service Executive, State agencies, Voluntary agencies and the Business Community.

The Garda and civilian staff of the Clare Division are committed to providing a quality, competent, helpful and efficient service to all our customers. I would welcome your views on how we can improve on the service level provided. I would like to thank all of those who made submissions and suggestions for this plan.

Signed: Gerard Mahon
Chief Superintendent

Dated: 28th February 2008

Clare Division -- Policing Plan 2008

Owner: Chief Superintendent, Clare Division
Process Owner: Detective Inspector Kevin Moynihan

Strategic Goal One: National and International Security
 To maintain National and International Security

Goal 1

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Identify and Analyse the threats to National and International security	➤ Identify and analyse all threats.	Number of threats identified.	March 2008 June 2008	Each District Officer, Clare Division	All threats against the State's National and International Security contained.
	➤ Review to be conducted of persons affiliated to all subversive groups. Update status and activity levels.	Outcome of review. Operations put in place against 100% of identified targets.	September 2008 December 2008	Detective Inspector	
Initiate responses to the identified threats.		Number of individuals arrested and prosecuted.			
	➤ Action plan to be prepared for threat identified.	100% of operations against identified targets and threats initiated.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
Enhance the Garda capability to anticipate and respond proactively to National and International threats.	➤ Initiate Action Plan against threat identified.				
	➤ Establish intelligence in relation to the existence of persons with links to any international terrorist groups residing in Clare Division.	Number of persons identified and profiled.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
	➤ Review measures in place, on a quarterly basis to secure/protect all vital installations/critical infrastructure in the Division.	Outcome of review.			

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➤ Continuous review of security operation at Shannon Airport.	Number of reviews conducted.	March 2008 June 2008 September 2008 December 2008	District Officer, Ennis Detective Inspector	All threats against the State's National and International Security contained.
➤ Divisional Emergency Plan to be reviewed.	Divisional Emergency Plan reviewed.	June 2008	Each District Officer, Clare Division Inspector Kennedy	
➤ Enhance Divisional Contribution to Criminal Intelligence.	Level of Intelligence reports submitted to increase by 10%.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
➤ Divisional Garda personnel to be briefed by Detective Inspector.	Number of briefings given.	March 2008 June 2008 September 2008 December 2008	Detective Inspector	
➤ Briefing of Divisional personnel by Criminal Intelligence Officer.	Number of briefings given.	March 2008 June 2008 September 2008 December 2008	Criminal Intelligence Officer Detective Inspector	

Clare Division -- Policing Plan 2008

Owner: Chief Superintendent, Clare Division
Process Owner: Detective Inspector Kevin Moynihan

Strategic Goal Two: Crime
 To significantly reduce the incidence of crime and criminal behaviour.

Goal 2

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Complete and implement the National Crime Reduction and Prevention Strategy.	➤ Implement the National Crime Reduction and Prevention Strategy as it pertains to the Clare Division.	Strategy fully implemented.	December 2008	Each District Officer, Clare Division	Overall Crime reduced by 2%. Overall detection rate increased by 2%.
	➤ Maintain Strength of the Divisional Scenes of Crime Unit.	Strength maintained.	March 2008 June 2008 September 2008 December 2008	Divisional Officer	
	➤ 100% of arrested persons photographed and fingerprinted where legal authority exists.	100% of arrested persons photographed and fingerprinted where legally allowed.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
	➤ Divisional Scenes of Crime Unit will attend all scenes of serious crime and complete Crime Scene Log in respect of each.	100% of Scenes examined and Crime Scene Logs completed.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
	➤ Seek appointment of dedicated Sergeant to Scenes of Crime Unit.	Sergeant Appointed.	December 2008	Divisional Officer	
Enhance the Forensic and Investigative Capability of An Garda Síochána.	➤ All identifiable marks to be forwarded to Fingerprints Section.	100% of all marks to be forwarded within one week.	March 2008 June 2008 September 2008 December 2008	Detective Inspector	

Clare Division -- Policing Plan 2008

	<ul style="list-style-type: none"> District Officers will ensure that all prints are taken in accordance with Section 28, Criminal Justice Act, 1984. 	100% of prints taken.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	Overall detection rate increased by 2%. Overall detection rate increased by 2%.
Continue and intensify intelligence led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within the Clare Division.	<ul style="list-style-type: none"> Identify and profile all individuals engaged in these activities. 	Profiles completed in respect of all individuals.	June 2008	Each District Officer, Clare Division.	
	<ul style="list-style-type: none"> Prioritise and target the top three individuals identified. 	Outcome of operations put in place.	December 2008	Detective Inspector Each District Officer, Clare Division.	
	<ul style="list-style-type: none"> Target locations where known drug dealers/users frequent. 	5% increase in the number of seizures of illegal drugs.	March 2008 June 2008 September 2008 December 2008	Detective Inspector Each District Officer, Clare Division. Sergeant I/C, Drugs Unit	
	<ul style="list-style-type: none"> Increase the strength of Divisional Drugs Unit. 	Number of additional Gardai allocated on a District basis.	December 2008	Divisional Officer	
Enhance the Garda Síochána's Serious Crime Investigations Capability.	<ul style="list-style-type: none"> Nominate two persons for training as a Criminal Assets Profiler. 	Two persons trained as criminal assets profiler.	June 2008	Divisional Officer	
	<ul style="list-style-type: none"> 5% increase in Operation Anvil patrols. 	5% increase in Operation Anvil patrols.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division.	
Proactively target groups and individuals engaged in gun crime	<ul style="list-style-type: none"> Detective Inspector to lead all gun crime investigations. 	Number of investigations.	March 2008 June 2008 September 2008 December 2008	Detective Inspector	

Clare Division -- Policing Plan 2008

Maximise the intelligence gathering and management capability to target, prevent and solve crime.	➤ Criminal Intelligence Officer to attend all conferences on serious crime.	100% attendance.	March 2008 June 2008 September 2008 December 2008	Criminal Intelligence Officer Detective Inspector	Overall Crime reduced by 2%.
	➤ Crime files to be prepared in respect of all serious crimes within the Clare Division.	Files prepared in 100% of cases.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
	➤ All Criminal Intelligence items to be recorded on the PULSE system.	10% increase in intelligence reports submitted.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	
	➤ Criminal Intelligence Officer to brief all Divisional Garda personnel on intelligence gathering.	100% of members to be briefed.	December 2008	Criminal Intelligence Officer	
	➤ Detective Inspector to liaise with neighbouring Divisions to share intelligence and develop required operations.	Improved detection rates.	March 2008 June 2008 September 2008 December 2008	Detective Inspector	Overall detection rate increased by 2%.
	➤ Ensure that all Divisional personnel are briefed on CHIS policy.	100% of members briefed.	December 2008	Each District Officer, Clare Division	
				Detective Inspector	
Develop Crime Analysis capability.	➤ Seek appointment of Divisional Crime Analyst.	Crime Analyst appointed.	December 2008	Divisional Officer	
Proactively target high volume and high impact crime including domestic violence and	➤ Identify and analyse the high volume crime categories in the Clare Division.	High volume crime patterns identified.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Detective Inspector	

Clare Division -- Policing Plan 2008

sexual crime.	➤ Develop crime reduction and prevention strategies to address identified categories.	Number of initiatives introduced.	Continuous	Each District Officer, Clare Division	Overall Crime reduced by 2%.
Manage the risk posed by sex offenders and community	➤ Ensure all sex offenders living in the Division and registered within or outside the State are properly recorded in the Sex Offenders Register and monitored.	100% of all sex offenders are registered and monitored and are fully compliant with the terms of the Sexual Offenders Act 2001.	December 2008	Detective Inspector Each District Officer, Clare Division Detective Inspector	
	➤ All Gardaí to be fully briefed on all Sex Offenders resident in each District in the Clare Division.	Divisional force fully briefed. Sergeant appointed in each District with specific responsibility.	December 2008	Each District Officer, Clare Division Detective Inspector	

Clare Division -- Policing Plan 2008

Owner: Chief Superintendent, Clare Division
Process Owner: Inspector John Galvin

Strategic Goal Three: Traffic and Road Safety
 To reduce the incidence of fatal and serious injuries and improve Road Safety.

Goal 3

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Targeted enforcement of Road Traffic and Road Transport Legislation.	<p>➤ Targeted enforcement of Road Traffic Legislation at identified Hotspots to detect and prevent Speeding, Drink Driving and Road Transport Offences.</p> <p>➤ Develop & Implement a targeted strategy to increase detections in respect of: <i>Road Traffic Offences by Pedal Cyclists</i> <i>Increase Detections for Non Wearing of Seatbelts</i> <i>Increase Detections for the use of mobile phones while driving</i></p> <p>➤ Develop an intelligence led approach to the detection of Drug Driving Offences</p>	<p>Number of operations put in place.</p> <p>10% increase in detections for driving while intoxicated, speeding and Road Transport Offences.</p> <p>10% increase in detections for Dangerous Driving and Careless Driving.</p> <p>10% increase in detections for Drugs Driving</p> <p>5% increase in seat belt detection.</p> <p>5% increase - detections in use of mobile phones while driving.</p> <p>5% Reduction in Fatal & Serious Injury Traffic Collisions Achieved.</p>	<p>March 2008 June 2008 September 2008 December 2008</p>	<p>Each District Officer, Clare Division</p> <p>Divisional Traffic Inspector</p>	Safer roads in Ireland.
Targeted intelligence led operation against offending young	<p>➤ Use local Information and intelligence to identify, educate and target errant young drivers.</p>	Five young errant drivers engaged with per District per quarter.	<p>March 2008 June 2008 September 2008 December 2008</p>	<p>Each District Officer, Clare Division</p> <p>Divisional Traffic Inspector</p>	

Clare Division -- Policing Plan 2008

Goal 3

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
drivers.	➤ Target Hotspots where offending young drivers congregate.	One operation per month per District designed to specifically target offending behaviour of young drivers.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Divisional Traffic Inspector	Safer roads in Ireland
Increase organisational capability in traffic policing	➤ Maintain Traffic Corps strength in line with national policy.	10% reduction in Fatal and Serious Injury Traffic Collisions involving drivers in the 17-26 year age group. Divisional; Traffic Corps strength to be maintained in line with national model	March 2008 June 2008 September 2008 December 2008	Divisional Officer Divisional Traffic Inspector	
	➤ Vehicles allocated to Traffic Corps in line with national model.	Divisional Traffic Corps vehicles to be maintained in line with national model			
Utilise automated technology to enhance traffic operations	➤ Carry out Detailed Review of Collision Prone Zones within the Division	Review of Collision Prone Zones completed, plans developed and actioned.	March 2008	Each District Officer, Clare Division	
	➤ Utilise Automated Speed Detection Equipment when Issued	5% Increase in Speed Checks carried out by Traffic Corps. 5% Increase in Speed Checks carried out by non Traffic Corps personnel	March 2008 June 2008 September 2008 December 2008	Divisional Traffic Inspector	
Promote Road Safety within Clare Division.	➤ Divisional Traffic Unit Personnel to accompany Community Gardaí to primary schools for visits relating to traffic.	Three visits per District per quarter completed for primary schools in 2008	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Divisional Traffic Inspector	

Goal 3

Clare Division -- Policing Plan 2008

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Engage with the Road Safety Authority and other relevant stakeholders in the implementation of the Road Safety Strategy	➤ Divisional Traffic Corps to deliver traffic awareness programme to secondary schools in each District.	One visit per District per quarter completed for secondary schools.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Divisional Traffic Inspector	Safer roads in Ireland
	➤ Engage with relevant stakeholders – Clare County Council / N.R.A. / R.S.A. in developing Road Safety Strategy.	One meeting per quarter with relevant stakeholders.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division Divisional Traffic Inspector	
	➤ Ensure full compliance with Collision Prevention Programme.	Conduct one traffic management initiative within the Division per quarter in consultation with other stakeholders.			

Clare Division -- Policing Plan 2008

Owner: Chief Superintendent, Clare Division
Process Owner: Inspector John Galvin.

Strategic Goal Four: Public Order

To significantly reduce the incidents of public disorder and anti-social behaviour

Goal 4

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Proactively target groups and individuals involved in anti-social behaviour	➤ Targeted public order patrols.	Number of targeted public order patrols achieved	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	To increase the "Feeling of Public Safety" by 10%.
	➤ 15% increase in the number of arrests for public disorder incidents.	15% increase in the number of arrests for public disorder incidents achieved.			
	➤ Number of Behaviour Warnings Issued under the Criminal Justice Act 2006.	Increase the number of ASBOS applied for.			
	➤ Number of Good Behaviour Contracts issued.	Increase the number of Behaviour Warnings issued under the Criminal Justice Act 2006.			
In consultation with Community Statutory and elected representatives identify and target local Public Order and Anti – Social Behaviour Hotspots through weekly reviews and put	➤ Divisional management team to meet regularly with Clare County Council & Local Town Council senior personnel to utilise the Housing Miscellaneous Provisions Act.	Regular meetings with Clare Co. Council & Local Town councils. Work closely with Clare County Council Housing, Parks & Litter section personnel.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	

Goal 4

Clare Division -- Policing Plan 2008

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
in place responsive plans.	➤ Weekly Divisional review of operational plans to combat public disorder.	All Public Order Hotspots reviewed on a weekly basis and specific plans developed and implemented in each case.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	
	➤ Digital analysis extended to cover Public Order Hotspots.	5% decrease in Public Order Incidents.			
	➤ Increase the number of people prosecuted under the Firearms & Offensive Weapons Act.	Increased number of persons prosecuted under the Firearms & Offensive Weapons Act.			
Enforce the law dealing with alcohol and drug related Anti-Social Behaviour.	➤ Adopt the policy on Uniform Approach to Liquor Licensing enforcement and drug trafficking enforcement within the Division.	5% Increase in inspections of licensed premises. 5% increase in detections of offences relating to licensed premises. 5% decrease in incidents of criminal damage. Increase in searches for Controlled Drugs.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	To increase the "Feeling of Public Safety" by 10%.
Maximise the Use of CCTV technology.	➤ CCTV System commissioned.	Ennis CCTV system to be installed & commissioned.	June 2008	Each District Officer, Clare Division	
	➤ Additional locations for CCTV identified.	Each District to identify one area suitable for CCTV installation.	December 2008		

Clare Division -- Policing Plan 2008

Owner: Chief Superintendent, Clare Division
Process Owner: Inspector Michael Gallagher.

Strategic Goal Five: Cultural Diversity
 To provide equal protection and appropriate service while nurturing mutual respect and trust.

Goal 5

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Contribute to the development/implementation of a national diversity strategy.	➤ Implement strategy as it pertains to the Division.	Outcome of strategy implementation.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	Public Confidence increased by 2%.
Ensure that the Garda Síochána is an organisation representative of the community it serves.	➤ During recruitment drives (Garda Reserve or Regular Service) hold an information day in each District to cater for and answer queries from minority groups.	District Information day on Garda recruitment held within one month of a national Garda recruitment drive.	December 2008	Each District Officer, Clare Division	
Enhance the Garda Síochána's ethnic and cultural services	➤ Appoint Sergeant in each District with responsibility for Ethnic and cultural diversity issues.	Sergeant appointed in each District.	March 2008	Each District Officer, Clare Division	
	➤ Ensure all Community Gardaí are trained as Ethnic Liaison Officers.	100% of Community Gardaí trained.	December 2008	Each District Officer, Clare Division	

Clare Division -- Policing Plan 2008

Owner: Chief Superintendent, Clare Division
Process Owner: Inspector Michael Gallagher.

Strategic Goal Six: Community Engagement
 To build a Garda service that reflects the needs and priorities of the people in Ireland

Goal 6

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Implement the Garda Siochána National Model of Rural and Urban Community Policing.	➤ Implement the Garda Model of Community Policing as it pertains to Clare Division.	Action the relevant elements of the National Model of Community policing in each District.	June 2008 September 2008 December 2008	Each District Officer, Clare Division	A Garda Service that reflects the needs and priorities of the people.
	➤ Review the number of personnel allocated to community policing.	5% increase in members allocated to community policing units.			
Implement Policy relating to Neighbourhood Watch/Community Alert Schemes	➤ Establish Divisional Community Alert/Neighbourhood Watch Committee.	Committee established.	March 2008	Each District Officer, Clare Division	
	➤ Establish District Community Alert/Neighbourhood Watch Committees.	Committees established.	June 2008		
	➤ Review all Neighbourhood Watch and Community Alert Schemes in the Clare Division.	Review completed.	September 2008		
	➤ All issues identified in the review to be addressed.	Issues resolved.	December 2008		

Clare Division -- Policing Plan 2008

Goal 6

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Implement the Garda Youth Strategy.	➤ Implement the Garda Youth Policy as it pertains to Clare Division.	Garda Youth Policy implemented.	December 2008	Each District Officer, Clare Division	A Garda Service that reflects the needs and priorities of the people of Ireland
	➤ Increase the number of Juveniles introduced into the Juvenile Diversion System.	2% increase in Juveniles referred through J.L.O. scheme.	March 2008 June 2008 September 2008 December 2008		
	➤ Increase Primary School visits on 2007 figures.	10% increase on Primary School visits.			
	➤ Increase secondary school visits on 2007 figures.	10% Increase on Secondary School Visits.			
	➤ Further develop the Juvenile Case management system in Clare Division	Refer Juveniles from each District for assessment for inclusion in the Juvenile Case Management Scheme.			
	➤ Further develop the Juvenile Drug Referral Scheme in the Division in consultation with H.S.E.	One Juvenile per quarter nominated from each District for referral to the H.S.E. under the Juvenile Drugs Referral Scheme.			
Enhance Victim Related Services.	➤ Ensure all victims of crime are informed in writing of the contact details of investigating Gardaí and the availability of Victim Support Services.	100% of victims of crime informed.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	
	➤ Appoint two trained Family Liaison Officers (FLO) in each District.	Family Liaison Officers appointed.	December 2008	Divisional Officer	

Clare Division -- Policing Plan 2008

Goal 6

Action	Specific Actions	Performance Indicator	Timeframe	Ownership	Outcome
Increase Garda Visibility	➤ Implement the Garda High Visibility Project.	Garda High Visibility Project fully implemented.	March 2008 June 2008 September 2008 December 2008	Each District Officer, Clare Division	A Garda Service that reflects the needs and priorities of the people of Ireland
	➤ Senior Garda management to perform high visibility patrols.	10% increase in supervisory patrols.			
	➤ Increase the number of marked Patrols, Mountain Bike patrols, marked Patrol Car.	10% increase in all patrols in marked vehicles.			
	➤ Improve Garda response times to 999 calls.	60% (minimum) of all calls responded to within 15 minutes.			