

An Garda Síochána
Division of
Laois/Offaly

Laois/Offaly Divisional Policing Plan
2008

Foreword



The Laois/Offaly Divisional Policing Plan 2008 is a continuation towards the implementation of Garda Síochána Corporate Strategy 2007-2009 and brings forward a clear coherent strategy and implementation structure for the policing of Counties Laois and Offaly in 2008. It sets out clearly and objectively how An Garda Síochána, working with local communities, plan to deliver our policing services and contribute to public safety and safer communities.

The year ahead will provide undoubted challenges. Adopting a team based approach where our focus will include the priority areas of National and International Security, Crime Prevention and Reduction, Illicit Drug Dealing, Road Safety, Public Order, Ethnic and Cultural Diversity and Community Engagement, will ensure that the people we serve in Laois and Offaly will receive a service that they deserve and expect from their Gardaí, Reserve Gardaí and civilian support staff. I can assure you all our actions will be grounded in the human rights principles of legality, necessity, proportionality and non discrimination.

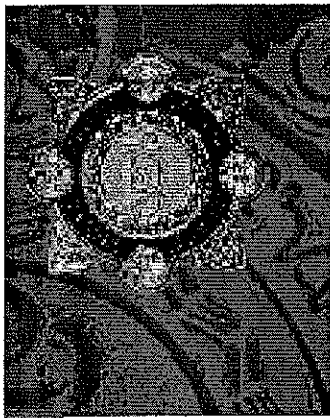
It is the publicly stated commitment and public duty of the Gardaí in the Laois/Offaly Garda Division to provide a high quality and accountable police service to all the people we serve and our performance management framework is designed to ensure that progress and achievements are transparent. You can expect to receive a helpful, respectful, courteous and professional service.

Our ultimate goal is to ensure that we provide an excellent and professional policing service to the people we serve in the counties of Laois and Offaly

I thank you for your ongoing support and co-operation and I look forward to working with all communities for the benefit of all the people we serve.

D.J. Sheahan

Chief Superintendent
Division of Laois/Offaly



VISION

*'Excellent people delivering
policing excellence'*

MISSION

*To achieve the highest attainable level of
Personal Protection, Community
Commitment
and State Security*

VALUES

- ✦ Having respect for people and their needs
- ✦ Protecting human rights
- ✦ Being a courteous and caring public service
- ✦ Maintaining partnerships with the community
- ✦ Accepting individual responsibility
- ✦ Ensuring transparent public accountability
- ✦ Providing ethical leadership
- ✦ Practicing disciplined professionalism
- ✦ Being honest and truthful and adhering to the principles of fairness and justice
- ✦ Promoting and accepting diversity in all firms
- ✦ Continuously learning and embracing change

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Statement of Policing Strategy

1. *Public Imperatives and Policing Goals*

1.1 Basis of Divisional Policing Plan: This is our second Divisional Policing Plan for the Laois/Offaly Division under the provisions of the Garda Síochána Act, 2005 and the Garda Corporate Strategy 2007 – 2009. The new Garda Corporate Strategy entitled *A Time for Change* is premised on six key strategic goals, namely National and international Security, Crime, Traffic and Road Safety, Public Order, Ethnic & Cultural Diversity and Community Engagement. Organising for and delivering on these Strategic Objectives is the purpose of this policing strategy statement.

For the people and Gardaí of the Laois/Offaly Division, this integrated strategy statement brings together a set of common sense public facing goals and internal capability building initiatives. When deployed together, they will give effect to the Garda national policing strategy while catering specifically for local policing and local safety needs in our communities. Our Divisional policing strategy is underpinned by our sense of public mission, our sense of moral duty to serve the public good and our framework of professional values and ethical standards. It places core public service values including service to the public, respect for the dignity, autonomy and rights of our citizens and communities at the core of everything we do. In executing our policing strategy, our purpose is to deliver valuable, impactful and timely safety outcomes in a sensitive, collaborative and effective manner.

1.2 Policing Priorities: As you have come to expect from the Gardaí in Laois and Offaly, securing our democracy, engaging with and supporting our communities, confronting criminals and criminal behaviours, combating illicit drug dealing and the negative impact of drugs, combating public disorder and anti-social behaviour, challenging dangerous road user behaviours, and protecting the dignity and rights of our new communities reflects the core of what we do. Building on the experiences, achievements, disappointments and learning gained in 2007, we will continue to develop and deliver responsive policing services that are appropriate to our times, reflective of the Minister's priorities (*appendix 1*) and attentive to local needs/expectations, while serving the public interest. Challenging offenders, supporting victims and collaborating with civic spirited citizens shall be to the fore.

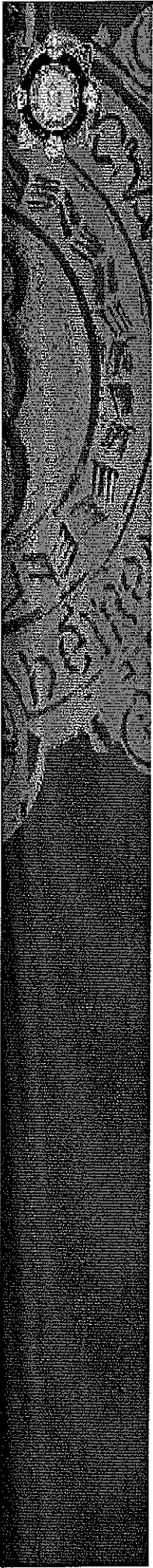
1.3 Performance and Accountability Responsibility: The Chief Superintendent, as Divisional Officer and head of the Divisional Management Team, shall have overall management and leadership responsibility and accountability for the performance and control of the Divisional force, and the successful implementation of our Divisional policing plan. The Superintendent in charge of each of our four Districts – Portlaoise, Tullamore, Birr and Abbeyleix – shall have operational responsibility for local Garda operations, responsiveness to citizen needs and expectations, timely service delivery, standard setting and effective performance management of all District staff and resources.

1.4 General Performance and Service Challenge: Gardaí in the Laois/Offaly Division responded to over 19,488 service calls in 2007. Total crime incidents at 10,350 (headline 2,551 and non-headline 7,799) were very slightly behind the figure of 10,431 in 2006 or -1%. Gardaí made detections in 7,615 instances in 2007, slightly down on the figure of 7,776 in 2006. Incidents resulting in proceedings were ahead from 6,904 in 2006 to 6,770 in 2007.

This performance and service data is exclusive of our Fixed Penalty Processing System (FCPS) which returned some 14,000 specified breaches of the Road Traffic Acts in this Division

2. Community and Public Safety

2.1 Community Engagement: It is our firm belief that personal and public safety are best served when local Gardaí and local people work together to solve local problems in a spirit of dialogue, deliberation and cooperation thereby enabling mutual trust and respect. In the year ahead our community policing strategy will be enabled through the visible, engaging and stabilising presence of local Gardaí in our communities, actively engaging with local citizens and partners while challenging those behaviours and activities that cause fear or danger or threaten citizen safety. We will work seriously to deploy the new National Community Alert Strategy in conjunction with Muintir Na Tire, and our Neighbourhood Watch strategy in urban neighbourhoods to cater for the safety needs of both rural and urban communities. We will participate actively with our Local Authorities, elected representatives and community leaders in the roll out and activities of Joint Policing Committees.



2. 2 Community Engagement and Policing Leadership: Under the direction of their respective District Superintendents, our geographically embedded community policing teams – urban and rural – will have lead responsibility to engage with and support citizens, their families and representatives to identify public safety problems for early action and resolution. We are unwavering in our commitment to maintaining a visible and stabilising presence in local communities and to supporting victims and traumatised or fractured communities in their efforts of overcome the pressures and fears caused by nuisance, criminal and dangerous elements.

At Divisional level, Inspectors Joe Prendergast, Tullamore Garda Station and Inspector Martin Cashen, Portlaoise will have overall performance and process improvement responsibility for community policing on a county basis. Our local communities will be supported by skilled and dedicated crime investigation teams, illegal drug enforcement teams, road safety teams and public order teams, as appropriate. All criminal, disorderly and dangerous behaviours will be identified early, engaged with promptly and dealt with firmly. We will continue to build our capacity and skills in crime prevention and investigation, thereby ensuring that the intent of criminals is frustrated and that active criminals are identified, disrupted, pursued and professionally investigated for correction and prosecution purposes.

2. 3 State Security: Dangers posed by local and foreign terrorists groups remains a serious threat to the democratic freedoms of the public. We will deploy a strong intelligence led response to the criminal and subversive threats posed by dissenting republican and radicalised Islamic groupings. We will continue to work with national Garda units and Crime and Security personnel at Garda Headquarters for the purposes of prevention, disruption and prosecution. Groups and individuals engaged in such activities shall be targeted for disruption, investigation and prosecution. At Divisional level Detective Inspector Aidan Boyle shall have overall performance and process improvement responsibilities.

2. 4 Crime Control Strategy: Violent and racist criminal behaviours and activities shall be prioritised for preventative intervention and law enforcement. Criminal abuse or criminal exploitation of women and children (in the home or elsewhere) will not be tolerated. We will act to prevent all such abuses and where legally possible, we will adopt a pro-arrest and prosecution policy. Criminal conduct of paedophiles and other sex offenders

shall be pursued proactively at District and Divisional levels within the rule of law. Drug trafficking and gun related crime will be challenged promptly and forcefully, thus ensuring that the rule of law and the will of our law abiding citizens prevail. In 2008 we will target drug traffickers/dealers for disruption and enforcement as lead actions in our inter-agency drug enforcement strategy. Drug trafficking investigations will be resourced and led with a view to criminal prosecutions and criminal asset confiscation.

Although static in 2007, volume crime including burglaries and thefts continue at an unacceptably high level. It represents a serious source of fear and economic loss across each District in the Division. Consistent targeting and investigation of criminals engaged habitually in volume crime – burglaries and thefts from places and vehicles – shall remain an enforcement priority in 2008. Our targets are to reduce the capability of organized and traveling criminal gangs operating within the Division and to reduce such crime by 2% in 2008. Our crime and drug teams shall be led and tasked by their respective District Officers, and they shall report on the progress of their crime control strategies including investigative effectiveness to the Divisional Detective Inspector.

The Superintendent in each of our four Districts shall have overall operational leadership and accountability responsibility for the illegal behaviours of criminals and the prevention and detection of crime. It is the firm duty of each Superintendent to take immediate and firm steps to ensure the effective execution of this crime control strategy. In addition, our Superintendents at Portlaoise and Tullamore will have lead responsibility for the development and competent performance of serious crime investigation teams for their respective counties. Such teams shall be deployed in support of local District investigators to disrupt, investigate and prosecute criminals, and to identify criminal assets for seizure and confiscation. A Divisional Criminal Assets Confiscation Team consisting of three Gardaí shall be trained and deployed in 2008. It is our firm intent to deprive criminal gangs of the economic and social benefits of criminally acquired wealth.

2.5 Striving for Improved Results and Outcomes: Detective Inspector Aidan Boyle, Portlaoise Garda Station shall have overall performance and process improvement responsibility for crime control. Interdisciplinary teams (local and national) shall be deployed to challenge and confront organised criminal gangs who strive to control and profit at the expense of law abiding citizens. Our success in preventing and prosecuting criminality in 2007 is contributing to making this Division a safer place to visit and live.

Our target for 2008 is to reduce, further, the ability of criminals to inflict fear and loss on our citizens and businesses, to reduce the opportunities for and causes of criminality, and to reduce headline crime by 2%, while continuing to improve our headline crime detection rate, currently at 45%, by a further 2%

2. 6 Public Order Maintenance: Public disorder and anti social behaviours are well established causes of public nuisance and fear on our streets and in our public areas. We must improve significantly in this area and our target for 2008 is to reduce serious incidents of public disorder by 5%. Each District Superintendent shall have operational leadership and accountability responsibilities here. At Divisional level, Inspector Pat Murray, Tullamore Garda Station shall have overall performance and process improvement responsibility for public order maintenance.

We will work with our Local Authorities, public representatives of our local communities and local community leaders in emerging local Joint Policing Committees, to identify the sources and causes of local problems. We will act jointly and swiftly to solve such problems. In that regard, we will work collaboratively to make maximum use of our Youth Diversion Schemes and broader community and youth engagement. Analysis of 'public order hotspot' data will continue be used to target prevention and enforcement initiatives. Where identified stakeholders fail or refuse to deliver on their legal and democratic responsibilities, we will act as appropriate and necessary to deploy the provisions of the Housing (Miscellaneous Provisions) Act 1997, the Public Order Act 1994, Criminal Justice Act, 2006 (Part ii) and the Liquor Licensing Laws to assure public safety. No stakeholder shall be allowed to profit through behaviours that recklessly or criminally endangers the safety or human rights of others. We will adopt a pro-arrest policy towards serious and persistent offenders. In line with the requirements of our National Policing Plan 2008, our target is to achieve a 15% rise in arrests for public order offences.

2. 7 Road Safety Priorities: Road safety remains a critical challenge for all of us in 2008. While significant investments in high visibility and high enforcement policing have been made in this Division over the past several years, negligent road user behaviours in terms of excessive speeding, drunk driving, drug driving, driver fatigue, failure to wear safety belts, driving whilst using mobile phones and excessive loading of commercial vehicles, remain the most critical threats to human life in our two counties. In terms of road

fatalities, 2007 saw a significant reduction with 10 people losing their lives in 9 fatal collisions. This represents a decrease of seven fatalities when compared with 2006 figures. Working together, we are capable of reducing further the unacceptable level of human carnage in 2008. In terms of enforcement, our target is to improve detections in key areas of drunk driving, speeding, non-wearing of seat belts, use of mobile phones whilst driving and dangerous driving by 10% in 2008.

2. 8 Improving Local Road Safety Policing Capability: In 2008 we shall continue to increase the capability and impact of our traffic units in Portlaoise and Tullamore. We shall deploy additional traffic unit personnel and adopt an intelligence led approach to sharpen our preventative presence and enforcement response to the dangerous road user behaviours. At Divisional level, Inspector Martin Cashen, Portlaoise and Inspector Joe Prendergast shall have overall performance and process improvement responsibilities for road safety on a county basis. While we shall contribute actively to each of the three E's – enforcement, education and engineering - our road safety approach will be led by ever increasing preventative presence and ever increasing enforcement on identified dangerous roads known as 'red zones and amber zones'. We will work with local and national road authorities to ensure that traffic flow is streamlined and improved, especially at peak times.

2. 9 Policing with our New Communities: We are proud of the leadership role that An Garda Síochána plays in supporting our diverse new communities as they strive to make better lives for themselves and their families in this Division. In 2008 we aim to provide our new communities with an excellent immigration service and a supportive community policing service. At Divisional level, Inspector Tom Mooney, Portlaoise shall have overall performance and process improvement responsibility for ethnic and cultural diversity. We will afford our new communities opportunities for dialogue, discussion and action planning on all matters concerning their policing and safety needs. While respecting and vindicating the human rights of all as protected by law, we will be sensitive to and supportive of their diverse cultural traditions and heritage. We recognise the pernicious nature and damaging impact of racism and racist behaviours. We will actively oppose and investigate, for the purposes of prevention and criminal prosecution, all discriminatory, racist and criminal behaviours aimed at members of our new communities.

3. **Public Confidence and Service Delivery**

3.1 Improving Service Standards: We note the public demand for Garda services sketched at paragraph 1.4 above. In response we are committed to delivering *timely* policing services that reflect our hallmark service standards. When our citizens meet Gardaí on the street, at station service points or on the telephone, they have a right to expect a *helpful, respectful, courteous and professional* service. We note that overall public satisfaction with the Garda service in this Division was 73% in 2007, down seven percentage point from the previous survey results in 2006. We need to examine this decline.

At Divisional level Inspector Pat Murray, Tullamore shall have overall performance and process improvement responsibility for service and standards improvement. In 2008 we will:

- a) Implement a programme of service improvements and feedback to customers to ensure that they are kept up to date in relation to their cases or enquiries.
- b) Strive to respond to your calls for assistance promptly. While taking account of local demands and challenges, we are committed to responding to all emergency calls immediately. Emergency calls resulting from life threatening or violent behaviours will continue to be given the highest priority. Our front line staff will be prompt and professional in their interactions; they will provide you with their names, station, contact and PULSE reference numbers as appropriate,
- c) Improve our responsiveness and feedback to victims of crime. We will afford all victims of crime a sensitive service and immediate referral to the professional victim support services as provided by the Commission for the Support of Crime Victims – Crime Victims Helpline 1850 211 407, www.crimevictimshelpline.ie. Victims of sexual assault and the families of victims of homicide will be afforded full and comprehensive victims support services as set out in our Garda Victims Charter - www.garda.ie/pub/victims charter.pdf
- d) We will ensure that all receivers of Garda services are updated promptly on the progress of their cases, and that they are given appropriate reference and tracking information to ensure that they are knowledgeable on current status.

3.2 Threat Assessment and Managing Risk: Threat assessment and risk management are emerging as critical public safety capabilities for effective and accountable policing. In 2008 we will continue to improve our threat assessment and risk management capabilities by updating our risk register in the light of known threats and emerging risks. At Divisional level, Inspector Joe Prendergast, Tullamore Garda Station, Inspector Tom, Mooney and D/Inspector Aidan Boyle, Portlaoise shall have overall responsibility for performance and process improvement in threat assessment and risk management. During 2008, we will:

- a) Refine and update our major emergency plans. In conjunction with our partner agencies we will stage one Table Top exercise,
- b) Continuously assess and monitor the risks posed to public safety by criminal or psychiatric induced behaviours and Garda responses thereto. We shall continue to build operational command and response capabilities in accordance with national guidelines. Minimising unnecessary and avoidable risk to citizen and Garda safety shall be our overall goal.
- c) Conduct specific risk assessments on persons who are known to our Gardaí to be in direct and immediate danger from criminal behaviours. We will afford such individuals appropriate preventative advice, safety guidance and protection as agreed with them and approved by Garda Headquarters.
- d) Identify 'high value targets' that may be the object of criminal attacks and robbery. We will agree crime prevention strategies and robbery detection strategies with such institutions and individuals.
- e) Assess and review our process and performance standards for (1) the investigation of missing persons cases and (2) registration and tracking of sex offenders
- f) Assess the safety and welfare implications for Garda staff of high visibility presence on our roads and engagement in violent operational incidents. We will continue to provide appropriate equipment, safety training, competence building and experiences for members with a view to deploying good practices at all times.
- g) Assess and review our services, behaviours and law enforcement protocols and actions to ensure that they comply fully with the ethical standards and professional values of An Garda Síochána. We will work with the Garda Professional Standards Unit for quality assurance purposes in that regard.

4. Public Accountability

4.1 Performance Management Duty: Effective performance management of this policing plan is the responsibility and duty of the Divisional Management Team. Smart and effective performance management is critical for operational effectiveness, managerial control and transparent public accountability. Focused leadership in terms of clarity of purpose, effective modern work processes and drive for citizen-focused results and outcomes are essential at Divisional, District and station levels. Chief Superintendent David J. Sheahan, Portlaoise shall have overall process improvement responsibility. The managed implementation of this Divisional policing plan shall be characterised by (1) a results orientation, (2) clearly focused performance priorities, (3) performance targets for each goal and initiative, (4) early identification of problems that threaten public safety, (5) rigorous assessment and review of our response capabilities, and (5) rapid follow up to ensure successful conclusions and outcomes.

4.2 Accountability Process and Structure: Our performance accounting period shall be quarterly. The Chief Superintendent shall account for Divisional performance to the Regional Assistant Commissioner, with provisional results and achievements being supplied for the information of the Garda Commissioner and the Minister for Justice, Equality and Law Reform in accordance with the provisions of the Garda Síochána Act, 2005.

4.3 Divisional and District Accountability: At Divisional level, the Divisional Management Team (consisting of the Chief Superintendent and four Superintendents) shall be accountable for control, performance and continuous improvement. They shall review results and achievements on a weekly basis, and where necessary make adjustments (by way of direction, adjustments, correction, etc) to assure the effective implementation of the plan. At District level, each Superintendent shall review progress on a daily basis with local supervisors and team leaders. They will act on the basis of facts and results to ensure the accountable and effective implementation of the plan.

4.4 Audits and Controls: The Chief Superintendent will audit performance, in terms of achievement versus targets, and control protocols and procedures at District level twice during 2008. Superintendents will conduct similar audits within their District stations on

four occasions during 2008. Auditing protocols, advices and feedback from the Internal Audit Section, Garda Headquarters shall be complied with and acted upon.

4.5 Accounting to Citizens: Subject to public policy and the requirements of law, members of the public who are adversely affected by Garda action or inaction shall have the right to make representations, hold Gardaí to account and seek factual explanations and meaningful redress. Also they have the right of complain to the Garda Ombudsman Commission and have their complaints investigated and adjudicated in accordance with the provisions of the Garda Síochána Act, 2005.

5. Capability Building

5.1 Renewal and Modernisation: The Garda Corporate Strategy 2007 – 2009 identifies modernisation and capability building initiatives that are essential for the modernisation of An Garda Síochána in terms of leadership, culture, relationship management, structures, processes, operations capability and key results achievement. The implementation strategy for our Divisional Policing Plan 2008, takes account of and actions many of those initiatives: - operations management, organisational development, cultural renewal, leadership and management and customer relationship management. Chief Superintendent David J. Sheahan shall have overall responsibility for Divisional Process Improvement for Capability Building.

5.2 Learning and Development Initiatives: In 2008 Laois/Offaly Division capability building initiatives will include:

- a) Quality training and development programmes for all student and probationer Gardaí and reserve Gardaí allocated to our Division.
- b) Continuous professional development for operational staff focused on changes in law, Garda policy and procedure,
- c) Job related skills and development in areas related to the competent implementation of our stated policing goals and initiatives – crime prevention and detection, road safety, public order maintenance, criminal intelligence management, prisoner management, investigation file preparation, incident room management, customer relationship management, cultural and ethnic relations, critical incident management and health and safety in the work place.

A special supportive development framework shall be put in place to enable the continuing professional progression of post phase V Probationer Gardaí.

- d) Job placement and secondment of selected staff with specialist national units in the areas of fraud investigation, surveillance, criminal asset profiling, forensic computing.
- e) Job rotation of operational staff at Garda and Sergeant ranks for competence building, motivation and career progression purposes.
- f) Coaching, counseling and mentoring for supervisory and management staff in areas of personal effectiveness, team building and standard setting, discipline and professional standards, performance management, leadership and professional accountability

Inspector Martin Cashen, Portlaoise Garda Station shall have overall Divisional performance and process improvement responsibility for learning and development.

5.3 Boundary Reviews and Reforms: The effectiveness of our community policing strategy and citizen focused service delivery commitment is contingent on a comprehensive, up to date understanding of demographic, social and business developments across the Division. In line with national Garda policy we will engage with the reform of Divisional and District boundaries with a view to improving alignment between service demand and delivery capability. In addition, we will review the physical appropriateness of our stations and the geographical allocation and clustering of staff in each District in the light of local safety requirements and workload commitments. Superintendent Maurice Regan, Abbeylax District, supported by each of the other three District Officers, shall have overall Divisional responsibility for these reviews.

6. Evaluation

6.1 Our Policy is to review the implementation of our policing plan on a quarterly basis and to complete a comprehensive and end of year evaluation of performance and achievements, results and outcomes. Such evaluation reports shall assess our achievements in terms of performance versus plans, value for money and pursuit of our public imperatives of public safety, public confidence and public accountability.

STRATEGIC GOALS

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1. **National & International Security**
 2. **Crime**
 3. **Traffic & Road Safety**
 4. **Public Order**
 5. **Ethnic & Cultural Diversity**
 6. **Community Engagement**

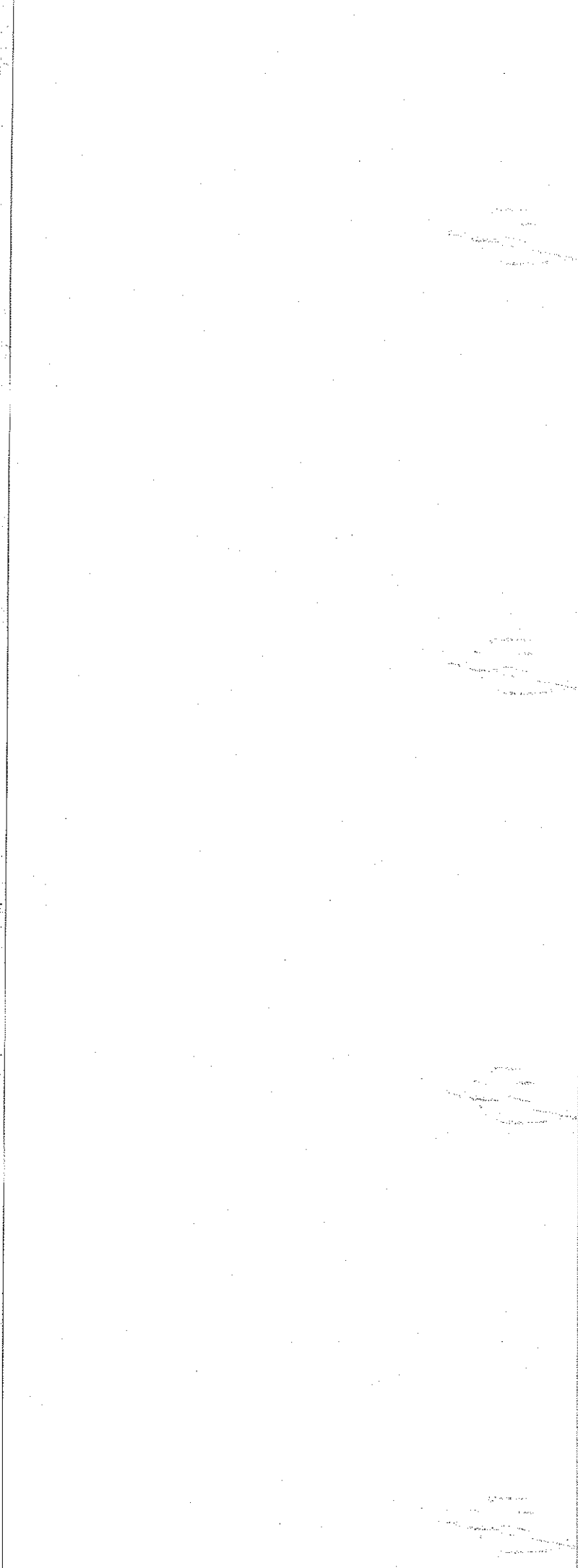
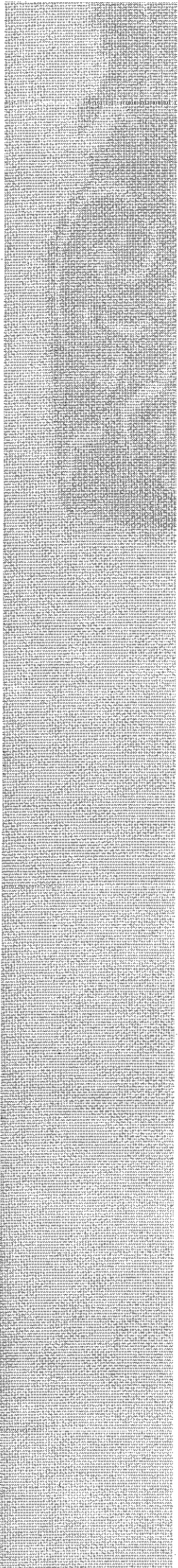
STRATEGIC GOAL ONE - NATIONAL & INTERNATIONAL SECURITY

To maintain National & International Security

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4		
Threat Assessment Identify and assess all known threats to National & International Security	Assess, Categorise & record all known persons or groups identified as having subversive links within the Division.	✓	✓	✓	✓	Each District Officer Superintendents P. Lyons & D. Bowe Inspector T. Mooney D/Inspector A. Boyle	All threats against the state's National and International Security contained to ensure a secure democracy
	Profile every person identified above.	✓	✓	✓	✓		
	Review standing orders for security operations within the Division in respect of Portlaoise Prison & the Midlands Prison.	✓	✓	✓	✓		
	Conduct a risk assessment in respect of prison escorts, explosives escorts and cash in transit operations	✓	✓	✓	✓		
	Conduct risk assessments on known risks						

Focused Intelligence Led Operations Instigate intelligence led operations against subversive groups	↓ Operations against profiled targets initiated.	✓	✓	✓	✓	D/Inspector A. Boyle & D/Sergeant i/c, Detective Units
	↓ Number of Persons arrested as a result of intelligence led operations	✓	✓	✓	✓	
	↓ Number of Prosecutions arising out of intelligence led operations	✓	✓	✓	✓	
Major Emergency Planning To provide a quality framework to deal with Major Emergencies and	↓ Complete and review the deployment of the Major Emergency Plan for the Division	✓				Inspector J. Prendergast
Major Emergency Planning for the Laois/Offaly Division in 2008	↓ Hold an interagency training day on the roles of organisations and key agency personnel			✓		
	↓ Hold one major Emergency Exercises in the year				✓	
Staff Development & Capability Building Enhance the capability of the Division for reporting and targeting of terrorist	↓ Develop our capability in CBRN, HazChem, Risk Assessment and C.B.I.S.					
	↓ Identify sites for Major Emergency Training and hold a staff training and development operation in major emergency response in the Division.	✓	✓	✓		Inspector J. Prendergast Sergeant i/c, CPD

orientated risks and threats and the capability to deal with Major Emergency incidents								
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STRATEGIC GOAL TWO – CRIME & DRUGS

To significantly reduce the incidence of crime and criminal behaviour.

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Owners hip	Outcome
		Q1	Q2	Q3	Q4		
Violent Crime Target violent crime behaviour including murder, robberies and sexual offences with vigorous policing action	↓ Reduce the level of Violent Crime by 2% on 2007 levels ↓ Achieve a Detection Rate of 80% for the Violent crime categories ↓ Increase by 5% the number of firearms seized	✓	✓	✓	✓	Each District Officer D/Inspector A. Boyle	
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		

Volume Crime
Target High Volume
Crime Categories for
an overall reduction of
2%

- ↓ Actively target the High Volume Crime Categories of Burglary, Theft from MPV's, Theft (other) and Theft from Shop for a crime reduction of 2%
- ↑ Increase the average detection rate for Volume Crime by 2%

✓

✓

✓

✓

Each District Officer
D/Inspector A. Boyle
Each Sergeant i/c, Detective Unit

Illicit Drug Trafficking and Dealing
Continue to target drug use and dealing at all levels.

- ↑ Achieve a 5% increase in the number of Section 23MDA searches
- ↑ Increase by 5% the number of Section 3 Section 15 MDA seizures.
- ↓ Actively target the number of Section 15A MDA and increase the number of these detections by 10%
- ↑ Increase the value of drugs seized by 10%
- ↑ Focus operations in tackling illegal substance use using all available legislation including:

✓

✓

✓

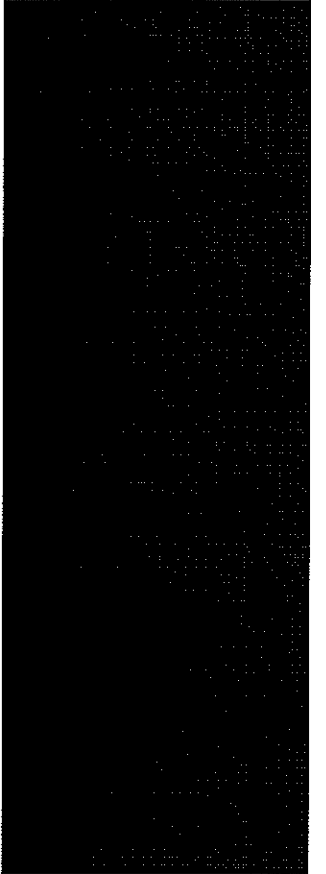
✓

Each District Officer
D/Inspector A. Boyle
Each Sergeant i/c, Drug Unit

Overall Crime
reduced by 2% in 2008

Staff Development & Capability Building Build the Divisional Capability to target Headline & Volume Crime in the District	+ Identify and train members in each District in incident room management.	✓		✓	✓	Each District Officer D/Inspector A. Boyle Sergeant i/c, SOC/ CPD
	+ Continue to develop the Divisional response team for the investigation of Serious Crime within the Division	✓	✓	✓	✓	
	+ Increases the numbers of members trained by 5 per District in the taking of samples (fingerprint, mouth & saliva)	✓			✓	
	+ Obtain further training for 4 members in XRY phone analysis					
	+ Establish and train a Divisional Criminal Assets confiscation team					
	+ Identify and train and equip suitable members in the use of covert surveillance for targeting and the detection of crime					
	+ Establish a dedicated Drug Unit in					

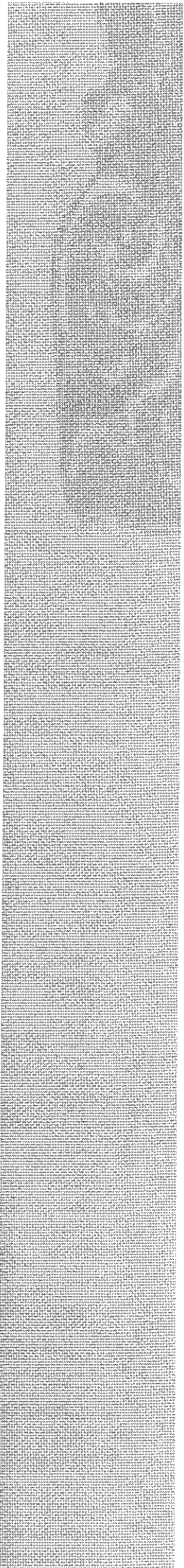
Portaise



Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
Intelligence Capability Build on the excellent levels of achievement in 2007 to ensure a higher quality and return of Criminal Intelligence	+ Increase by 10% , the number of Criminal Intelligence collations made to the CIO + Increase by 10% the number of CIO information and intelligence bulletins issued + Hold bi-monthly intelligence briefings to the operational units by the CIO or D/Inspector Crime. + Increase the number of CHIS referrals made. + Have bi-monthly CHIS briefings to the operational units to promote the CHIS policy.	✓	✓	✓	✓	Each District Officer D/Superintendent M. Hoare D/Inspector A. Boyle Collator	
Manage Risk Posed by Sex Offenders Ensure that the movement of known sex offenders is tracked and	+ Monitor all Registered Sex Offenders under the terms of the Sexual Offenders Act 2001. + Ensure that each District has in place a register of all identified Sexual Offenders + Ensure that each Sex Offender has been threat assessed to establish the level of Risk posed to the	✓	✓	✓	✓	Each District Officer Inspector T. Mooney	

monitored to
ensure
community
safety

public.
↓ High Risk offenders should
be assigned for monitoring
as directed the Divisional
Detective Inspector



STRATEGIC GOAL THREE - TRAFFIC & ROAD SAFETY

To significantly reduce the incidence of fatal and serious injury collisions and to improve road safety.

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
Targeted Enforcement Targeted enforcement of road traffic and road transport legislation	Achieve a 5% reduction in fatal and serious injury collisions Increase by 10% the number of Lifesaver notices issued for Speeding, Seatbelts and Mobile Phones Increase by 10% the number of MAA checkpoints performed Achieve a 10% increase on the	Q1	Q2	Q3	Q4	Each District Officer	Reduce fatal and Serious Injury traffic collisions in line with Government Strategy
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓	Inspectors M. Cashen and J. Prendergast	Safer Roads in Laois/Offaly Division
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		

number of persons arrested under Drink Driving legislation	✓	✓	✓	✓	Divisional Traffic Inspectors
<ul style="list-style-type: none"> ↑ Achieve a 20% increase on the number of persons arrested under Drink Driving legislation ↑ Increase by 10% the number of prosecutions for Dangerous Driving in Red & Amber CPZ ↑ Target young vulnerable drivers who engage in High Risk behaviours on our roads. ↑ Increase by 20% the number of Road Traffic Interventions with HGV's 					Sergeant i/c, Traffic Units

Interagency Initiatives Engage with other agencies in the identification at Road Improvements aimed specifically at Road Safety	+ Establish a Collision Prevention Team in each District					Each District Officer Inspectors M. Cashen and J. Prendergast Divisional Traffic Inspector	
	+ Number of Collision Prevention meetings held per month	✓					
	+ Number of CPP recommendations on engineering improvements submitted.	✓	✓	✓	✓		
	+ Number of identified engineering improvements made.	✓	✓	✓	✓		
	+ 100% review of Collision Prone Zones						
Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome

Reduce fatal and Serious Injury traffic collisions Government Strategy

Safer Roads in Laois/Offaly Division

<p>Education and Road User Engagement Develop and Deploy a Garda Road Safety Awareness and Education Programme</p>	<p>↓ Hold a Garda Road Safety Road Show for all Transition Year students in the Division.</p>	✓	✓	✓	✓	Each District Officer
	<p>↓ Ensure that the Road Safety Module of the Garda Primary Schools Programme is delivered to each primary school in the Division</p>	✓	✓	✓		Inspector M. Cashen and J. Prendergast
	<p>↓ Develop a structured</p>					
	<p>approach to the use of local media in delivering the Road Safety</p>					Divisional

	<p>↓ Establish an information dissemination system in relation to Road Traffic Matters.</p>					<p>and J. Prendergast</p>	
<p>Intelligence Capability and Building Build on the capability of the Traffic Units to collate and disseminate intelligence</p>	<p>↑ Develop a Divisional System for the dissemination of intelligence as it relates to Road Safety matters</p> <p>↑ Increase by 10% the volume of intelligence collations submitted by Traffic Unit Personnel.</p> <p>↓ Identify and target persistent dangerous Road Users for detection and prosecution.</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Divisional Officer</p> <p>Each District Officer</p> <p>Inspector</p> <p>Inspector S.M. Cash</p> <p>Inspector and J. Prendergast</p>	

Divisional Traffic Inspectors

Inspectors

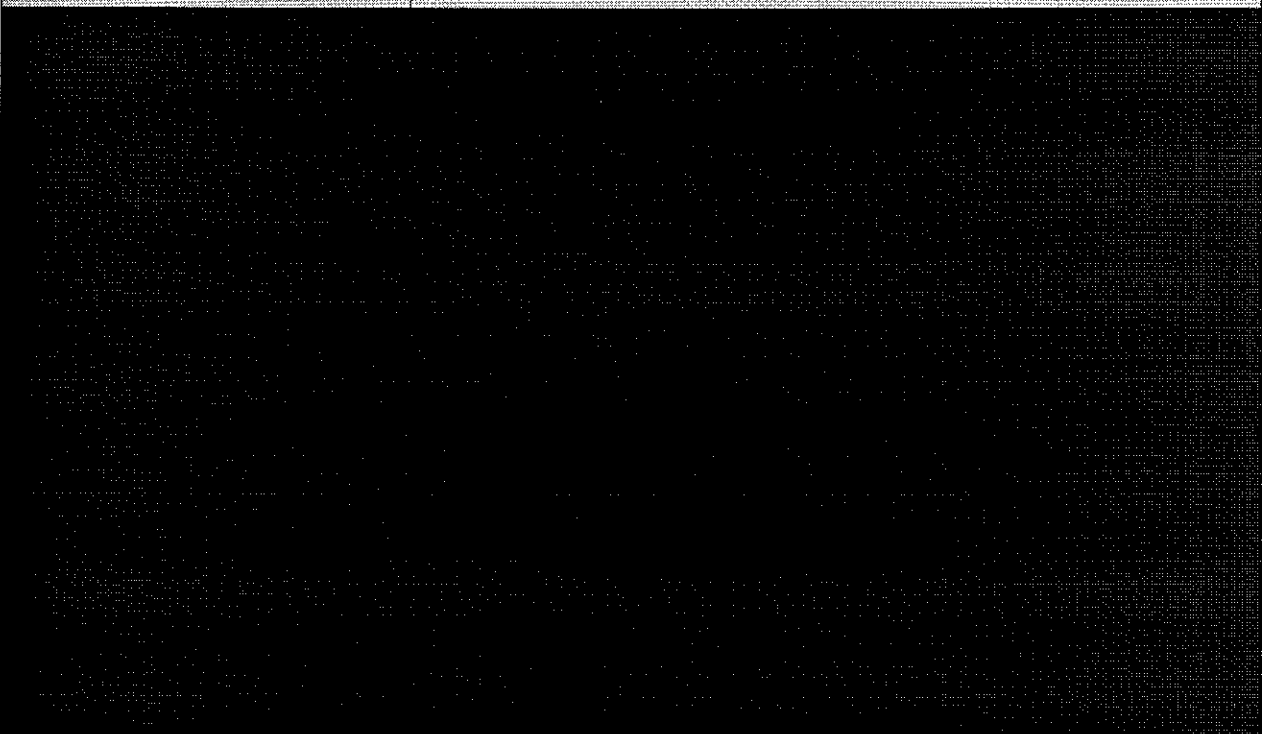
STRATEGIC GOAL FOUR - PUBLIC ORDER

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

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Owner ship	Outcome
Public Order & Anti Social Behaviour Identify local public order and anti social behaviour "Hot-Spots" and develop responsive actions and plans	+ Achieve a 5% reduction in the number of serious Public Order Incidents through early intervention at identified hotspots + Decrease by 5% the number of overall assaults through early intervention at identified hotspots. + Decrease the incidents of Criminal	Q1	Q2	Q3	Q4	Each District Officer Inspect or Pat Murray Inspect or Martin Cashen	Garda Satisfaction rate increased by 2% within the Division
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		

	<ul style="list-style-type: none"> Damage by 5% Number of Closure Orders Applied for premises contributing to Anti Social Behaviour 10% increase in the number of Antisocial Behaviour notices issued Number of Good Behaviour Contracts entered into Number of Antisocial Behaviour Orders applied for to the District Court. 					
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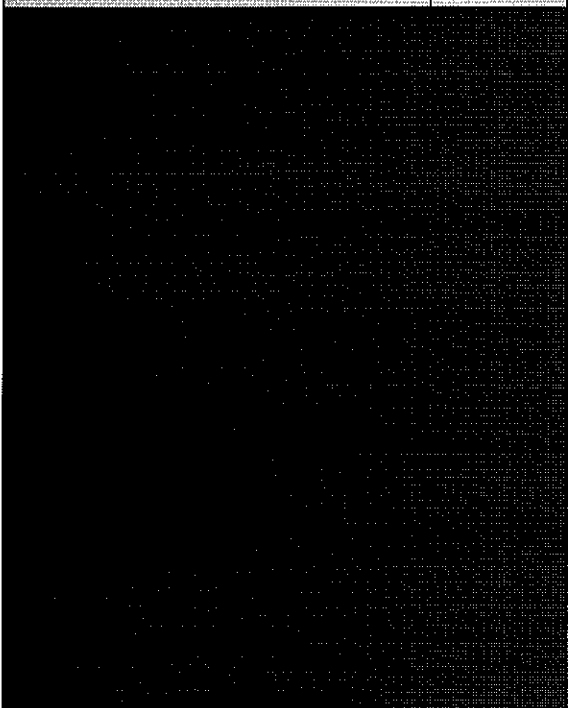
CCTV Technology Maximise the use of CCTV Technology	<ul style="list-style-type: none"> Maximise the use of Garda CCTV Scheme in Tullamore Ensure the development and roll out of Garda CCTV schemes in Portlaoise. Examine the 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	District Officer Tullamore, Portlaoise & Birr
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	CCTV in Birt					
Enforcement of Liquor Licensing Laws Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	+ Number of meetings held with holders of licence premises + Number of detections for the sale or supply of controlled drugs on licensed premises	✓	✓	✓	✓	Each District Officer Inspect or Pat Murray Inspect or Martin Cashen
	+ Target known premises known to be involved in the sale of alcohol to underage persons for covert surveillance and targeted operations	✓	✓	✓	✓	
	+ No of inspections of licensed premises	✓	✓	✓	✓	
	+ No of objections to Special Exemption Orders					

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4		
Community Engagement Consult with community, business and statutory stakeholders on the establishment of interagency initiatives against anti social behaviour	↓ Identification, through consultation, of all local 'hot spots' for targeted specific operational plans	✓	✓	✓	✓	Each District Officer	Garda Satisfaction rate increased by 2% within the Division
	↓ Liaise with Local Authorities on the provision of services in relation to the sources of Public Disorder and Anti Social Behaviour, i.e. Fast Food Outlets	✓	✓	✓	✓		
	↓ Crime Prevention Officer to conduct a media campaign in the carrying of knives	✓	✓	✓	✓		
	↓ Officer to conduct a media campaign in the carrying of knives contrary to Firearms and Offensive Weapons Act, 1990	✓	✓	✓	✓	Inspector Pat Murray	
	↓ Achieve a 5% increase in the number of people prosecuted under the Firearms and Offensive Weapons Act, 1990	✓	✓	✓	✓		
	↓ Number of contributions made to CDBs & JPCs in relation to Crime Prevention through					Inspector Martin Cashen	

	Environmental Design of Housing Estates/Developments					
Public Attitude Survey Analyse Public Attitude Survey for 2007 with the view to developing initiatives to address 'feeling of safety' issues	+ Following analysis of Public Attitude Survey 2007, develop a strategy and implement same to address findings insofar as Laois/Offaly Division is concerned	✓	✓	✓	✓	Inspector Pat Murray



STRATEGIC GOAL FIVE - ETHNIC AND CULTURAL DIVERSITY

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

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
		Q1	Q2	Q3	Q4		
Racial Incident Investigation Provide protection and redress against racist incidents	<ul style="list-style-type: none"> ↑ Ensure all incidents involving racist behaviour are recorded and investigated ↓ Number of complaints made against members for racist behaviour 	✓	✓	✓	✓	Each District Officer Inspectors T. Mooney & J. Prendergast	Public Confidence increased by 2%
Trust & Confidence Build Trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> ↑ Number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities. ↓ Number of Ethnic Liaison Officer Meetings and evaluation reports prepared. 	✓	✓	✓	✓	Each District Officer Inspectors T. Mooney & J. Prendergast	
		✓	✓	✓	✓		

	<p>provided</p> <p>↓ Number of new Asylum Registrations</p>								
<p>Communication and Consultation</p> <p>Communicate effectively with ethnic and culturally diverse communities</p>	<p>↓ Hold an open day for members of the Ethnic Community in each District</p> <p>↓ Hold a Cultural information night in conjunction with members of the local ethnic community.</p> <p>↓ Hold a quarterly meeting with members of the Ethnic Community and the District Officer</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Each District Officer Inspectors T. Mooney & J. Prendergast</p>		
<p>Cultural Representation</p> <p>Ensure the Garda Service is representative of the Community we serve</p>	<p>↓ Number of Persons from ethnic and culturally diverse communities serving within the Division.</p> <p>↓ Number of members from Ethnic communities in N.W./C.A. Committees</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>Each District Officer Inspectors T. Mooney & J. Prendergast</p>		

<p>Capability Building To enhance and improve the ability of the District Force to engage with our Ethnic Communities</p>	<p>↓ Train all members of our community policing teams as Ethnic Liaison Officers</p> <p>↓ Provide cultural awareness training for all staff</p> <p>↓ Establish a local contact database of community leaders within the ethnic community whom the organisation locally can call on to provide support and guidance when required.</p>			N		N	<p>Each District Officer Inspectors T. Mooney & J. Prendergast</p>
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STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people of the Laois/Offaly Division

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Outcome
Community Policing Promote the Garda Síochána National Model of Community Policing and encourage local participation in the policing process	<ul style="list-style-type: none"> ➤ Audit the current state of Neighbour Watch and Community Alert within the Laois/Offaly Division and classify same under the following headings: <ol style="list-style-type: none"> 1. Very Active 2. Active 3. Committee Level Only 4. Dormant ➤ Establish a N.W. / Community Alert Committee in each District and the Division ➤ Re-invigorate and re-generate the N.W. and Community Alert schemes within the Division in 	Q1	Q2	Q3	Q4	Each District Officer Inspectors M. Cashen and J. Prendergast	A Garda Service that reflects the needs and priorities of the people of Laois and Offaly
		✓	✓	✓	✓		
		✓	✓	✓	✓		

	<p>accordance with local needs, expectations and requirements</p> <ul style="list-style-type: none"> ➤ Hold a Divisional N.W. Community Alert Conference hosted by the Divisional Officer ➤ Carry out a visit to every new housing estate in the District and develop a leaflet drop offering crime prevention and local contact details for same. 	✓	✓	✓	✓		
<p>Victim Support Enhance victim related services</p>	<ul style="list-style-type: none"> ➤ Number of referrals to victim support services ➤ Achieve a 100% rate of issue of letters to victims of crime. ➤ Train 2 F.L.O.s in every District ➤ 2% reduction in the level of repeat victimisation. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Each District Officer</p> <p>Inspectors M. Cashen and J. Prendergast</p>	

Initiatives & Actions	Performance Indicators	Targeted Time Frame				Ownership	Out

**A Garda Service
that reflects the needs
and priorities of the
people of Laois and
Offaly**

<p>Joint Policing Committees Full engagement with JPC initiative to improve quality of life issues for the people of Offaly</p>	<ul style="list-style-type: none"> 100% attendance of Garda members at all J.P.C. meetings Recommendations from JPCs actioned JPCs to inform Divisional and District Policing Plans Development of a Community Safety Strategy from interaction with JPC 	✓	✓	✓	✓	<p>Divisional Officer District Officer, Tullamore</p>
<p>Youth Ensure a visible public Garda presence within the community</p>	<ul style="list-style-type: none"> Increase Special Garda Projects by one (1) within the Division Increase referrals by 10% to JLO Ensure all National Schools receive the Schools Programme 	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	<p>Inspectors M. Cashen and J. Prendergast</p>
<p>High Visibility Public Presence Ensure a visible public Garda presence within the community</p>	<ul style="list-style-type: none"> Number of High Visibility Patrols in residential areas Number of Garda Initiatives in Community Policing areas Number of members assigned full time to a Community 	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	<p>Each District Officer Inspectors M. Cashen and J. Prendergast</p>

	↓ Examine Station signage						
Quality Service Improvement To improve the quality and standard of customer service throughout the Division	↓ Modernise the Customer Reception area at Portlaoise Garda Station. ↓ Carry out a survey of callers to the public office to establish satisfaction of service provision at local station level.	✓	✓	✓	✓	Each District Officer Inspectors M. Cashen and J. Prendergast	
Capability Building To enhance and improve the ability of the Divisional Force to engage with our Communities	↓ Increase the size of the community policing units at Portlaoise & Tullamore in line with increasing demands from communities in both centres ↓ Obtain training for a further Family Liaison Officer for each District ↓ Provide Mountain Bike training for all members of the Community Policing	✓	✓	✓		Each District Officer Inspectors M. Cashen and J. Prendergast	

Priorities for the Garda Síochána for 2008
Determined by the Minister for Justice, Equality and
Law Reform under Section 20 of the Garda Síochána Acts 2005 to
2007

Gun crime, organised crime and drugs

1. To target gun crime, organised crime and drug trafficking, particularly through
 - ❖ the use, in particular, of specialist units and targeted operations such as Operation Anvil
 - ❖ profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in these categories of crime
 - ❖ delivery on Garda actions and performances set out in the National Drugs Strategy
 - ❖ the pursuit by the Criminal Assets Bureau of the proceeds of crime, including, through the presence of enhanced liaison arrangements between Garda Divisions and CAB, the assets of those engaged at any level in drug dealing
 - ❖ enhanced activities by the Drugs Units and the Force focusing, in particular, on places throughout the country where the presence of drug dealing and the use of illicit drugs is likely.

Terrorism

1. To continue to combat terrorist activities specifically the threat posed by dissident paramilitary groups and those who would use Ireland as a base for international terrorism.

Road traffic law enforcement

2. To meet the targets to be established in the new Road Safety Strategy – all efforts of An Garda Síochána in this regard to be prioritised on the basis of risk assessments in terms of road safety.
3. To contribute, in conjunction with other authorities responsible, to the easing of road traffic congestion.

Public order

4. To combat, particularly in cooperation with other agencies and the community generally, the problems of public disorder with particular emphasis on alcohol-related behaviour (including underage drinking) and socially disadvantaged communities especially through utilisation of the legal mechanisms being made available viz. ASBOs and behaviour warnings, closure orders, fixed-penalty notices.

Joint policing committees

5. To participate fully in the roll-out of Joint Policing Committees in all local authority areas, allowing greater responsiveness to local policing needs and the forging of local partnerships in addressing issues.

Deployment

6. To increase the proportion of Gardaí on operational duty, including through increased civilian support.
7. To increase the level of high-visibility patrols, including through greater use of marked vehicles, linked to the development during 2008 of a Garda Charter which will set out targeted response times and levels of service, including frequency of high-visibility patrols.
8. Increased deployment should have particular regard to the policing needs of RAPID areas.

Resources

9. To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.
10. To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

Crime prevention and reduction

11. To expand the juvenile liaison scheme to meet emerging needs in this area.

12. To continue the expansion of the Garda Youth Diversion Projects.
13. To monitor registered sex offenders and cooperate in particular with the PSNI and UK police forces so as to minimise the risk of re-offending thereby contributing to community safety.
14. To build on initiatives to combat homophobic and race crimes.
15. To cooperate with COSC in curbing the problem of domestic violence.
16. To take effective steps to protect vulnerable people living in isolated areas.
17. To target the use of knives for violent attacks.
18. To focus on high-value white-collar crime, particularly that of trading in contraband goods.

Illegal immigration

19. To deploy the necessary resources to tackle effectively illegal immigration.

Human trafficking

20. To deploy the necessary resources, including international cooperation with other agencies, to deal with the issue of human trafficking.

Appendix B

<i>Divisional Contact Details</i>
<p>Chief Superintendent David J. Sheahan, An Garda Síochána Portlaoise, Co. Laois.</p> <p>Telephone: 057-8674111 E-mail Address: david.sheahan@garda.ie Fax: 057-8674115</p>
<p>Superintendent Philip Lyons, An Garda Síochána Portlaoise, Co. Laois</p> <p>Telephone: 057-8674121 E-mail Address: philip.lyons@garda.ie Fax: 057-8674128</p>
<p>Superintendent Maurice Regan, An Garda Síochána Abbeyleix, Co. Laois</p> <p>Telephone: 057-8730586 E-mail Address: maurice.regan@garda.ie Fax: 057-8730585</p>
<p>Superintendent Denis Bowe, An Garda Síochána Tullamore, Co. Offaly</p> <p>Telephone: 057-9321720 E-mail Address: denis.bowe@garda.ie Fax: 057-9321280</p>
<p>Superintendent John Moloney, An Garda Síochána Birr, Co. Offaly</p> <p>Telephone: 057-9169716 E-mail Address: john.moloney@garda.ie Fax: 057-9121455</p>