



**An Garda Síochána**

**Policing Plan 2010**

**Division of Kerry**

**'working with our communities'**

*Foreword from the Divisional Officer, KERRY Garda Division :*

I am pleased to introduce The KERRY Garda Division Annual Policing Plan 2010. This plan sets out our strategic priorities for the first year of An Garda Síochána's Strategy Statement 2010 - 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005. At the core of the Strategy Statement are four core values:

**Honesty** - Being honest, 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.

They will guide all of our actions and will serve as our cultural cornerstones. They are inherent and sacrosanct and can never be compromised.

It is only through ongoing dialogue and consultation that we can build lasting relationships which contribute to a shared understanding of the issues affecting communities and the people who live and work there. An Garda Síochána in KERRY has a long established tradition of working closely with communities across the County. The community will remain at the core of everything that we do, because they are our greatest ally in detecting and preventing crime and in safeguarding the people we serve. We recognise that the concerns of the community are An Garda Síochána's concerns, that their needs are our needs.

This plan details the ways in which we will maintain our focus on, and commitment to, our core activity which is the prevention and detection of crime. All of the resources available to us will be used effectively and efficiently towards meeting this overall objective, from the Gardaí on the beat and working in local units, to our specialist units and civilian support staff. We will proactively target people who are committing crimes of any nature. We will maintain a strong focus on anti-social behaviour and public disorder, which greatly affect the quality of life in our communities. We will work hard to make our roads safer for all road users through the use of enforcement measures, education and the promotion of a partnership based approach.

We are dedicated to achieving a significant reduction in the incidence of fatal and serious collisions on our roads.

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

Our vision is of excellent people delivering policing excellence. We must therefore constantly review our policing methods, responses and actions - if mistakes are made, learn from them and take the necessary corrective actions.

I am proud to lead a Divisional Force of men and women, Garda and civilian, who are committed to making the community safe for everyone. It is our function to ensure that people feel safe on the streets and in their homes. We will strive to ensure the attainment of this objective while remaining committed to delivering the highest standard of professional policing for the benefit of our community.

*JOHN KERIN*  
*Chief Superintendent.*

## ***VISION***

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***`Excellent people delivering  
policing excellence`***

## ***MISSION***

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***Working with Communities to Protect and Serve***

## ***VALUES***

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- 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

## *Draft Priorities for An Garda Síochána for 2010* *Determined by the Minister for Justice, Equality and Law Reform*

### Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- (a) preserving peace and public order
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security of the State
- (e) preventing crime
- (f) bringing criminals to justice, including by detecting and investigating crime
- (g) regulating and controlling road traffic and improving road safety;

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, youth justice, victims of crime, road safety, and on domestic and sexual violence.

### Priorities for 2010

The Minister has determined the following matters as priorities for the Garda Síochána for 2010, in accordance with Section 20 of the Garda Síochána Act 2005.

### Security

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

### Crime

To combat serious crime, in particular organised crime.

### Policing Communities

To achieve the maximum levels of safety for local communities.

### Customer Service

To complete and implement a Garda Charter which will improve the Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

### Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

### Human Trafficking

To prevent and detect human trafficking and to protect victims.

## **Ensuring our Nation's Security**

*Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Identify and analyse any threat to national and international security and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to Divisional, national and international security	No terrorist attacks occurring within the Division	<b>Each District Officer, Kerry Division</b>	<b>A secure nation</b>
Enhance our capability to respond to Divisional, national and international security threats	Continued interaction, and information exchanges, with Crime and Security Section	Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity  Enhanced intelligence gathering		
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity	Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs	<b>Detective Inspector, Kerry Division.</b>	<b>An active role in enhancing international security</b>
Maintain & develop An Garda Síochána's Major Emergency Plans / Capabilities	Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities	Continue to carry out risk assessments based on National Major Emergency plans  Participation in the Regional Steering Group and Regional Working Group for major emergency management.  Major Emergency Management programme fully implemented in collaboration with other principal response agencies		

# Confronting Crime

*In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>Identifying, profiling and targeting organised crime gangs</li> <li>Targeting drug trafficking and low level street dealing</li> <li>Identifying and targeting assets which are the proceeds of crime</li> <li>Targeting human trafficking networks</li> <li>Targeting of heroin networks</li> </ul> <p><b>Target high volume property crime and crimes against the person, including:</b></p> <ul style="list-style-type: none"> <li>Crimes involving the use of firearms and prohibited weapons</li> <li>Domestic violence incidents</li> <li>Crimes of a sexual nature</li> </ul>	<ul style="list-style-type: none"> <li>Intelligence led operations against groups and individuals</li> <li>Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources</li> <li>Working in partnership with the Regional and national units to identify and target human trafficking networks</li> <li>Effective use of available resources</li> <li>Continuing the regional initiative targeting the sale /supply/use of heroin</li> <li>Increased crime prevention and reduction activities</li> <li>Maintaining the focus on fingerprinting/palm-printing of persons detained</li> <li>Active engagement with the community to deal with the threat posed by crime</li> <li>Working in partnership with relevant stakeholders and providing investigative support where appropriate</li> <li>Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes</li> </ul>	<p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p> <p>Incidence of heroin seizures increased</p> <p>Property crime reduced</p> <p>No. of fingerprints/palm-prints submitted to the Technical Bureau</p> <p>Increased detections for property related crime</p> <p>Crimes against the person reduced</p> <p>Increased detections for crimes against the person</p>	<p><b>Each District Officer, Kerry Division</b></p> <p><b>Detective Inspector, Kerry Division.</b></p>	<p><b>Reduced crime and the fear of crime</b></p>



## Confronting Crime - continued

*In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Maintain the Divisional focus in preventing and detecting crime	Holding bi-monthly Divisional Crime Management Meetings and bi-weekly crime reviews at Divisional P.A.F. meetings	Number of meetings held	<b>Each District Officer, Kerry Division</b>	<b>Reduced crime and the fear of crime</b>
Enhance regional capability in managing the risks associated with sex offenders	Risk assess all persons subject to the provisions of the Sex Offenders Act 2001	All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed		
Deliver appropriate training in the management and investigation of crime	Ensure selected personnel receive appropriate training at the Crime Training Faculty	Crime management and investigative capability enhanced	<b>Detective Inspector, Kerry Division.</b>	
Proactively target the execution of bench, committal and penal warrants	Implementing a monthly warrant monitoring system	Increased execution rate for all categories of warrants		

## Effective Roads Policing

*An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy. We will develop and implement initiatives which deny the use of our roads for criminal activity.*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Intelligence led enforcement of Road Traffic &amp; Road Transport Legislation</p> <p>Develop a cohesive approach to road safety campaigns</p> <p>Traffic Management</p> <p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <ul style="list-style-type: none"> <li>• Determining the incidence of breaches of Road Transport legislation using available data</li> <li>• Full utilisation of detection equipment and enabling technology</li> <li>• Deployment of safety cameras at collision prone zones</li> </ul> <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> <li>• Targeted media campaigns during high risk periods and at major events</li> <li>• Continued road safety campaign focussing on pedestrians</li> <li>• The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges</li> <li>• Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations</li> </ul> <ul style="list-style-type: none"> <li>• Ongoing monitoring and review in consultation with other stakeholders</li> </ul> <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>• Conducting intelligence led checkpoints and patrols</li> <li>• The continued development of the Automated Number Plate Recognition System</li> <li>• Increasing levels and quality of intelligence</li> </ul> <p>Provision of appropriate resources and training to ensure effective roads policing</p>	<p>Deaths and serious injuries reduced</p> <p>Deployment of safety cameras at collision prone zones completed</p> <p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas:</p> <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Deaths and serious injuries to pedestrians reduced</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increased seatbelt wearing</li> </ul> <p>Enhanced traffic flow management</p> <p>Roads Policing manual completed</p>	<p style="text-align: center;"><b>Each District Officer, Kerry Division</b></p> <p style="text-align: center;"><b>Traffic Inspector, Kerry Division</b></p>	<p style="text-align: center;"><b>Safer roads &amp; improved road user behaviour leading to a reduction in deaths &amp; serious injuries</b></p>

## **Ensuring a Peaceful Community**

*An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Reduce public disorder, assaults, criminal damage and arson</p> <p>Improved understanding and responsiveness to community needs</p>	<ul style="list-style-type: none"> <li>● Identifying and proactively targeting local ‘hot spots’</li> <li>● A faster response to reports of public disorder and anti-social behaviour</li> <li>● Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime</li> <li>● The introduction of a youth crime case management system</li> <li>● An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders)</li> <li>● Identifying and proactively targeting inter family feuds in the Tralee, Killarney and Castleisland areas</li>   <li>● Consultation with relevant stakeholders on key issues and problems</li>   <li>● Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour</li> </ul>	<p>Public disorder reduced</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Youth crime case management system introduced in the Division</p> <p>Reduction in feud related activities</p> <p>The ‘Feelings of Safety’ in communities increased</p>	<p><b>Each District Officer, Kerry Division</b></p>	<p><b>Safer and more peaceful local communities</b></p>

## Working with Communities

*This goal acknowledges that a Community based approach is a priority for An Garda Síochána, in order to build and maintain trust & Confidence in the Garda Service.*

*We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.*

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Work with & support all Sections of the Community	<ul style="list-style-type: none"> <li>• Delivery of the National Model of Community</li> <li>• Policing in the Kerry Garda Division</li> <li>• Implementation of Garda Diversity Strategy</li> <li>• Implementation of the Garda Youth and Children Strategy</li> <li>• Implementation of Garda Charter when developed</li> <li>• Enhancing processes and procedures in relation to immigration issues</li> </ul>	<p>National Model of Community Policing delivered in the Kerry Garda Division</p> <p>Garda Diversity Strategy implemented</p> <p>Strategy for Older People implemented</p> <p>The Garda Youth and Children Strategy implemented</p> <p>Garda Charter implemented</p> <p>Quarterly Divisional meetings to review immigration processes and procedures and representation at Quarterly Regional Meetings</p> <p>Participation in all established Joint Policing Committees</p> <p>Recommendations of the review of 'Letters to Crime Victims' implemented</p> <p>Policy developed &amp; implementation commenced to enhance victim support mechanisms</p> <p>Garda Charter for Crime Victims implemented</p>	<p><b>Each District Officer, Kerry Division</b></p>	<p><b>Trust &amp; Confidence in the Garda Service</b></p>

# An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels. We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the Community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
The continued development of an excellent organisation	Implementation of the Lessons Learned Framework	The number of Lessons Learned adopted	<b>EACH DISTRICT OFFICER KERRY DIVISION</b>	<b>Highly motivated people</b>
	A review of the Garda Employee Assistance Programme in so far as it applies to the Kerry Garda Division	A new Occupational Health Model in place & functioning		
Support the continuous Professional Development Programme & other training & development process	Developing an integrated partnership, involving all Garda employees	A suitable 'fit for purpose' devolved partnership model established		<b>Better Service to Citizens</b>
	Maintaining CPD Training Programme	Enhanced HR Capability across the Garda Organisation in Kerry		
	Supporting self development & other training processes	Targeted training delivered		
	Assisting in developing & implementing an Organisation wide integrated competency framework to support the development of role profiles for all Garda Employees			
Enable smart process & technologies to support frontline policing delivery	Targeted training initiatives introduced to improve Divisional Competence			<b>More effective use of resources</b>
	Development of a National Strategy to support the Organisations core values	Strategy implemented when developed		
	Technical support for frontlines staff including the continued planned roll out of National Digital Radio Project in the Kerry Division	National Digital Radio Project progressed as scheduled in the Kerry Division		
	Continued development of e-working systems & solutions	Increased e-working process		
	Implementation of mobile working solutions			

## An Excellent Organisation – Continued.

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels. We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the Community, which will assist in achieving the policing and community centred objectives of An Garda Síochána

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome	
<p>Ensure value for money in the management of resources</p>	<p>Assisting with the development and implementation at National Level of:-</p> <ul style="list-style-type: none"> <li>• A HR Strategy</li> <li>• An ICT Strategy</li> <li>• Operational Transport Strategy</li> </ul> <p>in support of the Strategy Statement 2010 – 2012.</p>			<p><b>Highly Motivated people</b></p>	
	<p>Alignment of the 2010 Regional Budget with the Regional Policing Plan</p>	<p>Policing priorities financed within the allocated budget</p>	<p><b>Each District Officer Kerry Division</b></p>	<p><b>Better Service to Citizens</b></p>	
	<p>Implementing a new process for recording and reporting absence management across the Garda Organisation when developed</p>	<p>Absence recording process implemented in each District when developed</p>			
<p>Improving the data quality of information by An Garda Síochána in order to support it's key operations</p>	<p>Enhancing the reporting structures at all levels within An Garda Síochána in the Kerry Garda Division</p>	<p>A streamlined Organisational reporting structure implemented across the Garda Organisation</p>			<p><b>More effective use of Resources</b></p>
	<p>Strengthening practices &amp; process around data/information collection, recording &amp; dissemination</p>	<p>Improved quality of data</p>			