



An Garda Síochána Kildare Division Policing Plan 2010



'Working with our Communities'



Foreword

I am pleased to introduce the Kildare Divisional Annual Policing Plan 2010. This plan sets out our strategic priorities for the first year of our 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 and ethical and adhering to the principles of fairness and justice

Accountability - Accepting individual responsibility and ensuring public accountability

Respect - Having respect for people, their Human Rights and their needs

Professionalism - Providing a professional policing service to all communities

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

I am particularly cognisant of the potential impact of the changed economic circumstances which face us. I remain steadfastly of the belief that robust leadership and management, coupled with prudence in all areas of finance, will be vitally important in delivering the key actions in this plan.

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. The Gardaí in Kildare have a long established tradition of working closely with communities all across the county. The community must 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. I assure you of our commitment to work with the community and complete the introduction of the National Community Policing Model.

We are committed to consultation and dialogue with all stake holders in our community, in particular those from the statutory and voluntary sectors within County Kildare. I am also committed to the complete roll out of Joint Policing Committees (JPCs) for Kildare County Council, Naas Town Council, Leixlip Town Council, Athy Town Council and Newbridge Town Council.

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I am very proud to lead a Division of men and women, Gardaí and Civilians, whose commitment and dedication to making the community safe for everyone is evident on a daily basis. I have stated that it is the primary function of An Garda Síochána to ensure that people feel safe, on the streets and in their homes. An Garda Síochána will not lose sight of that objective. As we implement this plan, we will remain committed to delivering the highest standards of professional policing for the benefit of the community in County Kildare as a whole.

This plan is driven by the Organisation's overall vision which is to have excellent people delivering policing excellence. All new initiatives and projects are directed at making us even better at what we do and at ensuring that we have the best resources, infrastructure and supports to deliver 21st century policing.

 **Chief Superintendent**
(M.A. Byrnes)

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VISION

*`Excellent people delivering
policing excellence`*

MISSION

Working with Communities to Protect and Serve

VALUES

Honesty - Being honest and ethical and adhering to the principles of fairness and justice

Accountability - Accepting individual responsibility and ensuring public accountability

Respect - Having respect for people, their Human Rights and their needs

Professionalism - Providing a professional policing service to all

**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

(R) – Reporting Process Owner

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
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 national and international security	No terrorist attacks occurring within the County or State	Superintendent G Giblin (R)	A secure nation
Enhance our capability to respond to national and international security threats	Continued interaction, and information exchanges, with International Security and Police Agencies	Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity Enhanced intelligence gathering	Divisional Officer	
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	Each Superintendent Detective Inspector	An active role in enhancing international security
Maintain and 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 for Divisional Major Emergency plans Continue to carry out risk assessments for Divisional Major Events	Each Inspector	

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

(R) – Reporting Process Owner

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> • Identifying, profiling and targeting organised crime gangs • Targeting drug trafficking and low level street dealing • Identifying and targeting assets which are the proceeds of crime • Targeting human trafficking networks <p>Target high volume property crime and crimes against the person, including:</p> <ul style="list-style-type: none"> • Crimes involving prohibited weapons • Domestic violence incidents • Crimes of a sexual nature <p>Enhance organisational capability in managing the risks associated with sex offenders</p> <p>Support the Forensic Science Laboratory in the development of the DNA database</p> <p>Deliver appropriate training in the management and investigation of crime</p>	<ul style="list-style-type: none"> • Intelligence led operations against groups and individuals • Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources • Working in partnership with international law enforcement agencies to identify and target human trafficking networks • Effective use of available resources <ul style="list-style-type: none"> • Increased crime prevention and reduction activities through Crime Prevention Officer(CPO) and local media • Active engagement with the community to deal with the threat posed by crime • Working in partnership with relevant stakeholders and providing investigative support where appropriate • Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes <p>Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</p> <p>Ensure effective structures and processes are in place to progress its development</p> <p>Progress the development and delivery of appropriate training programmes by the Crime Training Faculty for Divisional Detective Units</p>	<p>Focused intelligence Divisional led operations against organised crime networks that pose the greatest threat</p> <p>Property crime reduced</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>All persons resident in County Kildare subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Structures developed in consultation with Forensic Science Laboratory</p> <p>Crime management and investigative capability enhanced within Division</p>	<p>Detective Inspector A O’Sullivan (R)</p> <p>Each Superintendent</p> <p>Detective Inspector</p> <p>Each Detective Sergeant</p> <p>Crime Prevention Sergeant</p> <p>Community Gardai</p>	<p>Reduced crime and the fear of crime</p>

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.

(R) – Reporting Process Owner

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Intelligence led enforcement of Road Traffic and Road Transport Legislation</p> <p>Develop a cohesive approach to road safety campaigns</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"> • Determining the incidents of breaches of Road Transport legislation using available data • Full utilisation of detection equipment and enabling technology • Deployment of safety cameras at collision prone zones <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> • Targeted media campaigns during high risk periods and at major events in Co. Kildare • The delivery of Road Safety education, in association with the Road Safety Authority and Kildare Co. Co. Road Safety Office, to schools and colleges • Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> • Conducting intelligence led checkpoints and patrols • The continued development of the Automated Number Plate Recognition System • Increasing levels and quality of intelligence • Provision of appropriate resources and training to ensure effective roads policing 	<p>Deaths and serious injuries reduced</p> <p>Deployment of safety cameras at collision prone zones.</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"> • Increased compliance with speed limits • Increased compliance with drink driving legislation • Increased seatbelt wearing <p>Roads Policing manual completed</p>	<p style="text-align: center;">Inspector P Glennon (R)</p> <p style="text-align: center;">Each Superintendent</p> <p style="text-align: center;">Division Traffic Inspector</p> <p style="text-align: center;">Each Traffic Sergeant</p> <p style="text-align: center;">P.S.V. Sergeant</p> <p style="text-align: center;">Traffic Unit Gardai</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</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.

(R) – Reporting Process Owner

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Reduce public disorder, assaults and criminal damage</p> <p>Improved understanding and responsiveness to community needs</p>	<ul style="list-style-type: none"> • Identifying and proactively targeting local ‘hot spots’ • A faster response to reports of public disorder and anti-social behaviour • Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime • The introduction of a youth crime case management system • An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders) • Consultation with relevant stakeholders on key issues and problems • Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour 	<p>Public disorder reduced</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Youth crime case management system introduced in Kildare Garda Division</p> <p>The ‘Feelings of Safety’ in communities increased</p> <p>Review feedback from JPC Public Forum Meetings</p>	<p>Inspector K Lavelle (R)</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>Each Sergeant</p> <p>Crime Prevention Sergeant</p> <p>Community Sergeants</p> <p>Community Gardai</p> <p>Juvenile Liaison Officers</p>	<p>Safer and more peaceful local communities</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 and 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.

(R) – Reporting Process Owner

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Work with and support all sections of our community</p> <p>A partnership approach to solving community problems</p> <p>Engaging with and supporting victims of crime</p>	<ul style="list-style-type: none"> • Delivery of the National Model of Community Policing in Co. Kildare • Implementation of Garda Diversity Strategy • Implementation of the Strategy for Older People • Implementation of the Garda Youth and Children Strategy <p>Playing a active role in the operation of Joint Policing Committees and working in partnership with community groups</p> <ul style="list-style-type: none"> • Assessing and reviewing the ‘letters to crime victims’ process • Review victim support mechanisms • Launch, and commence implementation of, the Garda Charter for crime victims 	<p>National Model of Community Policing delivered</p> <p>Garda Diversity Strategy implemented</p> <p>Strategy for Older People implemented</p> <p>The Garda Youth and Children Strategy implemented</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 and implementation commenced to enhance victim support mechanisms</p> <p>Garda Charter for Crime Victims launched and implementation commenced</p>	<p>Superintendent P Mangan (R)</p> <p>Divisional Officer</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>Each Sergeant</p> <p>Community Gardai</p>	<p>Trust and confidence in the Garda service</p>

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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.

(R) – Reporting Process Owner

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>The continued development of an excellent organisation</p> <p>Enable smart processes and technologies to support frontline policing delivery</p> <p>Ensure value for money in the management of resources</p>	<p>Implementation of the Lessons Learned Framework in Kildare Division</p> <p>Completing a review of the Garda Employee Assistance Programme</p> <p>Developing an integrated partnership, involving all Garda employees</p> <p>Developing and implementing an organisation wide integrated competency framework to support the development of role profiles for all Garda employees.</p> <p>Targeted training initiatives introduced to improve organisational competence</p> <p>Development of a strategy to support the organisations core values</p> <p>Technical support for frontline staff</p> <p>Continued development of e-working systems and solutions</p> <p>Implementation of mobile working solutions.</p> <p>Development and implementation of:</p> <ul style="list-style-type: none"> • A Human Resource (HR) Strategy • An Information & Communication Technology (ICT) Strategy • Operational Transport Strategy 	<p>The number of Lessons Learned approved for adoption</p> <p>A new Occupational Health model in place and functioning in Kildare Division</p> <p>A suitable ‘fit for purpose’ devolved partnership model established for Kildare Division</p> <p>Enhanced HR capability across the Kildare Garda Division</p> <p>Targeted training delivered</p> <p>Strategy developed and implementation commenced</p> <p>Increased e-working processes</p> <p>Mobile solutions in place</p> <p>Strategic plans developed and implementation commenced.</p>	<p>Superintendent P Mangan (R)</p> <p>Divisional Officer</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>Each Sergeant</p>	<p>Highly motivated people</p> <p>Better service to citizens</p> <p>More effective use of resources</p>

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<p>Improve the data quality of information collected by An Garda Síochána in Kildare Division in order to support it's key operations</p>	<p>in support of the Strategy Statement 2010-2012</p> <p>Alignment of the 2010 Garda budget with the Annual Policing Plan</p> <p>Developing and implementing a new process for recording and reporting absence management across the Garda organisation</p> <p>Enhancing the reporting structures at all levels within An Garda Síochána</p> <p>Strengthening practices and processes around data / information collection, recording and dissemination</p>	<p>Policing priorities financed within the voted budget</p> <p>Absence recording process implemented in Kildare Division</p> <p>A streamlined organisational reporting structure implemented across the Kildare Garda Division</p> <p>Improved quality of data</p>	<p>Superintendent P Mangan (R)</p> <p>Divisional Officer</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>Each Sergeant</p>	
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