



# **An Garda Síochána**

## **Policing Plan 2010**

### **Roscommon/Longford**

### **Division**

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***'Working with our Communities'***

## Foreword

I am pleased to introduce the Roscommon / Longford Garda Division Policing Plan for 2010, which incorporates the strategic policing objectives set out by the Garda Commissioner in An Garda Síochána's Annual Policing Plan 2010 and takes cognisance of the Garda Síochána Strategy Statement 2010 - 2012 prepared in accordance with Section 21 of the Garda Síochána Act 2005.

In preparing and publishing this annual policing plan, we have engaged in comprehensive consultations with the community and with other partners, in order that their priorities and concerns are at the core of our 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 the communities and the people who live and work in the Roscommon / Longford Garda Division.

In this changing financial environment, I am acutely aware that strong leadership and prudent financial management will be required to deliver our key actions. Partnership and consultation are vital to the plan itself which on an ongoing basis will enhance our ability to deliver a professional policing service, which caters for the needs of both those who deliver and those who receive that service.

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. 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 untiringly 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

We as members of An Garda Síochána, both sworn and civilian alike, will strive to provide a service which meets and exceeds, the expectations of the community we serve. We will carry out our duties in a manner which reflects the core universal principles of Honesty, Accountability, Respect and Professionalism in accordance with the core organisational values of An Garda Síochána.

*Paul Hargadon  
Chief Superintendent,  
12<sup>th</sup> January 2010.*

## **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 Divisional, 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 Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity	<b>Each District Officer</b>	<b>A secure nation</b>
	Reviewing measures in place to secure and protect all vital installations and airports	Review undertaken of Castlereagh Prison, Summer Residence of Her Excellency President McAleese & Lanesboro E.S.B. Power Facility	<b>Divisional Detective Inspector</b>	
Enhance our capability to respond to Divisional and National security threats	Continued interaction, and information exchanges, between Crime and Security Section and other Divisions	Enhanced intelligence gathering	<b>Each District Officer</b>  <b>Divisional Detective Inspector</b>	<b>An active role in enhancing international security</b>
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, and in liaison with Divisional Counterparts, Crime and Security section and National Support Services, to identify and target groups and individuals involved in subversive, terrorist and serious criminal activity	Divisional Officer to arrange two (2) briefings on terrorist threats by staff from the relevant Section in Garda Headquarters		
Maintain and develop An Garda Síochána's Major Emergency Plans / Capabilities	Continued review and updating of Major Emergency Plans and also Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities	Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs  Continue to carry out risk assessments for National Major Emergency plans and all Major Emergency Plans reviewed and updated	<b>Each District Officer</b>	

## 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> </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 prohibited weapons</li> <li>Domestic violence incidents</li> <li>Crimes of a sexual nature</li> </ul> <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"> <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 Crime &amp; Security section, National Support Services and Divisional Counterparts to identify and target human trafficking networks</li> <li>Effective use of all available resources including CCTV Systems</li> <li>Development/Implementation of Regional Crime Prevention Strategy with the main focus on volume crime</li> <li>Increased crime prevention and reduction activities and increased detections</li> <li>Developing a strategic approach to the prevention and detection of crime through out the Division</li> <li>The continued use of the Automated Number Plate Recognition System</li> <li>Effective use of available resources</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>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</p>	<p>Identify the Crime Gangs of greatest threat with a view to initiating prosecutions under the Crime Gang Legislation</p> <p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p> <p>Each District Officer to establish a database of CCTV systems in their respective Districts</p> <p>Each District Officer to implement the Regional Crime Policy</p> <p>Property crime reduced and sources &amp; quality of intelligence enhanced in each Garda Division</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>Risk assessment completed in relation to all persons subject to the provisions of the Sexual Offenders Act 2001</p> <p>Structures developed in consultation with Forensic Science Laboratory Identify Crime Investigation Training requirements and provide same as required</p>	<p><b>Each District Officer</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Each District Officer</b></p> <p><b>Each District Officer</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Each District Officer</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Each District Officer</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Divisional Detective Inspector</b></p> <p><b>Divisional Detective Inspector</b></p>	<p><b>Reduced crime and the fear of crime</b></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.*

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"> <li>• Determining the incidents 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> <li>• Intercept Checkpoints</li> <li>• Continued use of MAT (Mandatory Alcohol Testing) checkpoints</li> <li>• Up skilling of Key personnel in road safety and Road Traffic legislation.</li> </ul> <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> <li>• Implementation of Divisional road safety initiative focusing on vulnerable road users</li> <li>• Targeted media campaigns during high risk periods and local radio and press</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> <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>• Developing/Implementing Divisional Crime Prevention Strategy</li> <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>Implementation of Operation ARTHU on a Bi-Annual Basis</p> <p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas:</p> <p>Run two (2) Media Campaigns on Local Radio and in Print media in relation to Road safety advice and required driving standards</p> <p>Expansion of educational programme to include other key road user groups i.e, Youth Groups and Diversion Programs</p> <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increased seatbelt wearing</li> </ul> <p>Roads Policing manual completed</p>	<p style="text-align: center;"><b>Each District Officer &amp; Traffic Inspector</b></p> <p style="text-align: center;"><b>Each District Officer &amp; Traffic Inspector</b></p>	<p style="text-align: center;"><b>Safer roads and improved road user behaviour leading to a reduction in deaths and 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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Reduce public disorder, assaults and criminal damage</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>• Challenging anti social behaviour, public disorder and underage drinking through targeted operations</li> <li>• Continued maximum use of available CCTV systems</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>• Continued enforcement of Licensing Laws to ensure compliance with relevant legislation</li> <li>• Consultation with relevant stakeholders on key issues and problems</li> </ul> <p>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>	<p>Public disorder reduced</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Each District Officer to lead out and conduct targeted operations in relation to underage drinking on a bi monthly time scale</p> <p>Roll out of Youth crime case management system when introduced in all Garda districts</p> <p>Develop further the schools programme to include advice in a proactive manner to prevent Anti Social Behaviour</p> <p>The 'Feelings of Safety' in communities increased</p>	<p><b>Each District Officer</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 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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Work with and support all sections of our community</p> <p>Develop a Garda charter</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"> <li>• Delivery of the National Model of Community Policing in each Division</li> <li>• Implementation of Garda Diversity Strategy</li> <li>• Implementation of the Strategy for Older People</li> <li>• Implementation of the Garda Youth and Children Strategy</li> <li>• Maintain continued liaison with Community Alert/ Neighbourhood Watch schemes and other approved crime prevention community based initiatives</li> </ul> <p>Playing an active role in the operation of Joint Policing Committees and working in partnership with community groups and implementation of organisational matters agreed</p> <ul style="list-style-type: none"> <li>• Assessing and reviewing the ‘letters to crime victims’ process</li> <li>• Review victim support mechanisms</li> </ul> <p>Launch, and commence implementation of, the Garda Charter for crime victims</p>	<p>National Model of Community Policing delivered in each 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>Liaison Implemented</p> <p>Garda Charter developed and implementation commenced</p> <p>Participation in all established Joint Policing Committees in each Division and organisational matters agreed implemented.</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><b>Each District Officer</b></p> <p><b>Each District Officer</b></p> <p><b>Each District Officer</b></p>	<p><b>Trust and 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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>	
The continued development of an excellent organisation	Implementation of the Lessons Learned Framework	Each District Officer to conduct a debrief on all events /incidents to ascertain if any lessons learned can be approved for adoption	<b>Each District Officer</b>	<b>Highly motivated people</b>	
	Co operating with the review of the Garda Employee Assistance Programme	A new Occupational Health model in place and functioning	<b>Each District Officer</b>		
	Developing an integrated partnership, involving all Garda employees	A suitable 'fit for purpose' devolved partnership model established	<b>Each District Officer</b>		
	Enable smart processes and technologies to support frontline policing delivery	Developing and implementing an organisation wide integrated competency framework to support the development of role profiles for all Garda employees	Enhanced HR capability across the Garda organisation		<b>Better service to citizens</b>
		Targeted training initiatives introduced to improve organisational competence	Identify Training requirements in each district. Deliver targeted training in accordance with best practice	<b>Each District Officer</b>	
		Development of a strategy to support the organisations core values	Strategy developed and implementation commenced	<b>Each District Officer</b>	
Ensure value for money in the management of resources	Technical support for frontline staff including the continued planned rollout of National Digital Radio Project	National Digital Radio Project progressed as scheduled	<b>Each District Officer</b>	<b>More effective use of resources</b>	
	Continued development of e-working systems and solutions	Increased e-working processes			
	Implementation of mobile working solutions.	Mobile solutions in place			
	Development and implementation of: <ul style="list-style-type: none"> <li>● A HR Strategy</li> <li>● An ICT Strategy</li> <li>● Operational Transport Strategy</li> </ul> in support of the Strategy Statement 2010-2012	Strategic plans developed and implementation commenced	<b>Each District Officer</b>		

<p>Improve the data quality of information collected by An Garda Síochána in order to support it's key operations</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>Employ financial strategy to adhere to budgeted targets while ensuring operational efficiency and flexibility within the voted budget</p> <p>Manage finance to achieve <b><u>BEST VALUE for MONEY</u></b></p> <p>All Major events / incidents in the Division will be financially planned and costed</p> <p>Absence recording process implemented</p> <p>A streamlined organisational reporting structure implemented across the Garda organisation</p> <p>Improved quality of data</p>	<p><b>Each District Officer</b></p> <p><b>Each District Officer</b></p> <p><b>Each District Officer</b></p>	
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