



An Garda Síochána

Policing Plan 2011

Kildare Division



'Working with our Communities'



Foreword

I am pleased to present the 2011 Annual Policing Plan for the Kildare Division of An Garda Síochána. The Divisional plan outlines our strategic objectives for the second year of An Garda Síochána's Strategy Statement 2010- 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.

The Strategy Statement 2010 – 2012 is based upon four core values, namely:

- **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

The priorities and concerns of our communities remain at the core of this plan, and a community based accountable approach is a priority for An Garda Síochána within the Kildare Garda Division.

I am particularly cognisant of the potential impact of the current economic circumstances which face us all. 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.

An Garda Síochána in County Kildare remain fully committed to maintaining a secure nation for all our communities. We will proactively confront crime in all its forms, aiming to ensure that people feel safe in their homes and in their communities. We will continue to work tirelessly to make our roads safer and to improve the behaviour of all road users, and we remain dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads. We will maintain our focus on the development of a highly professional organisation to ensure that members of the community receive an excellent policing service.

We will continue to focus on anti-social behaviour and public disorder, which greatly affect the quality of life in our communities. We will proactively target people who are committing crimes of any nature.

The Gardai 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 believe that close community relationships and networks are one of the strongest indicators of An Garda Síochána's effectiveness.

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

As we implement this plan in 2011, we will maintain our commitment to delivering the highest standards of professional policing for the benefit of the community as a whole.

 **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*

Policing Priorities for An Garda Síochána for 2011
Determined by the Minister for Justice 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 for the State with the objective of:

- (a) preserving the 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 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2011

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, 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, and to provide a community policing service which meets the demands of the public.

Roads Policing

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

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

Victims of Crime

To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

Human Trafficking

To prevent and detect human trafficking.

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

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Identify and analyse the threats to the State emanating from terrorist and extremist groups, and take appropriate action	<p>A heightened awareness of the threats posed by subversive groups, including a targeted approach to identifying and monitoring individuals involved in subversive activity</p> <p>Continuing to develop our intelligence gathering and analysis capability</p> <p>The continued use of all available legislation</p> <p>Prioritising the deployment of resources in support of Regional security operations</p>	<p>No terrorist attacks occurring within the County or State</p> <p>Enhanced intelligence gathering to support targeted operations against terrorist and extremist groups</p>	<p>Superintendent G Giblin</p> <p>Divisional Officer</p>	A secure nation
Disrupt the connection between organised crime gangs and subversive/terrorist groups	Identifying and targeting the links between organised crime gangs and subversive/terrorist groups	<p>Levels of activity against organised crime gangs and subversive/terrorist groups</p> <p>Increase in the number of intelligence reports</p> <p>Number of Regional Support Unit (RSU) call outs to crisis incidents</p>	<p>Each Superintendent</p> <p>Detective Inspector</p> <p>Each Inspector</p>	
Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents	<p>Continued liaison with appropriate agencies</p> <p>Adherence to international good practice</p>	<p>Crisis incident management training conducted</p> <p>Major Emergency Planning exercises conducted in all Kildare SEVESO Sites</p>		An active role in enhancing national security
Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland' in Kildare Division	<p>Participation in Major Emergency Planning exercises with other agencies</p> <p>Conducting critical infrastructure audits</p>	<p>All Critical Infrastructure Audits conducted</p> <p>Appraisal of Divisional Major Emergency Plans by Quarter 4 2011</p>		

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>Tackle organised crime by:</p> <ul style="list-style-type: none"> • Continuing to target organised crime gangs • Identifying and targeting human trafficking networks • Proactively targeting drug trafficking, and low level street dealing • Identifying and targeting assets which are the proceeds of crime 	<ul style="list-style-type: none"> • Developing our intelligence gathering capability to tackle organised crime gangs • The continued deployment of dedicated armed patrols locally to disrupt the activities of criminal gangs. • The full utilisation of the Regional Analysis Service (GSAS) in identifying trends and suspects • The full utilisation of all available legislation • The effective use of intelligence-led briefings • Joint operations in partnership with Customs and Revenue Officials and other relevant agencies • Developing and implementing targeted operations aimed at street level drug dealing • A proactive approach to targeting of ‘Grow Houses’ • Implementing actions appropriate to An Garda Síochána as set out in the National Action Plan to Prevent and Combat the Trafficking of human beings in Ireland 2009-2012 • Fingerprinting persons detained in accordance with statutory provisions or voluntarily 	<p>Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act 2009) forwarded to Director of Public Prosecutions</p> <p>Review of Organised Crime Organisation Operations in County Kildare</p> <p>Levels of activity against organised crime groups</p> <p>Intelligence reports relating to organised crime</p> <p>Intelligence led operations against groups and individuals involved in the operation of ‘Grow Houses’</p>	<p style="text-align: center;">Detective Inspector A O’Sullivan</p> <p style="text-align: center;">Each Superintendent</p> <p style="text-align: center;">Detective Inspector</p> <p style="text-align: center;">Each Detective Sergeant</p> <p style="text-align: center;">Crime Prevention Sergeant</p> <p style="text-align: center;">Community Gardaí</p>	<p>Reduced crime and the fear of crime</p>

<p>Target crimes against the person and high volume property crime, including:</p> <ul style="list-style-type: none"> Crimes involving prohibited weapons Domestic violence incidents Crimes of a sexual nature <p>Support and protect child victims</p> <p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<ul style="list-style-type: none"> Actively engaging with the Kildare JPC Committees, community and relevant stakeholders in the prevention and reduction of crime The effective use of intelligence-led briefings Ongoing consultation with all relevant agencies to enhance services provided to victims of sexual abuse and domestic violence The continued use of the Automated Number Plate Recognition System Develop Kildare based intelligence operations to target domestic burglaries, shoplifting and thefts <p>Interagency cooperation with the H.S.E. in relation to the investigation of crimes against children</p> <p>Ensuring the provisions of the Sex Offenders Act 2001 is implemented.</p> <p>Fully Implementing Garda Policy on the Investigation of Sexual Crimes</p>	<p>No of detained persons fingerprinted</p> <p>Crimes against the person reduced in line with Strategy Statement commitments</p> <p>Detections for crimes against the person increased in line with Strategy Statement commitments</p> <p>Property crime reduced in line with Strategy Statement commitments</p> <p>Detections for property related crime increased in line with Strategy Statement commitments</p> <p>Number of 'HSE Notification Actions' in relation to crimes against children</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p>	<p>Detective Inspector A O'Sullivan</p> <p>Each Superintendent</p> <p>Detective Inspector</p> <p>Each Detective Sergeant</p> <p>Crime Prevention Sergeant</p> <p>HSE Liaison Sergeants</p> <p>Community Gardaí</p>	
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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 our Strategy Statement. 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>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 through:</p> <ul style="list-style-type: none"> • Utilisation of available information to identify priority times and locations for enforcement • Full utilisation of detection equipment and enabling technology <p>Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies</p> <p>Utilisation of MAT checkpoints</p> <p>Enhanced capability in the detection of drug driving</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all Schools Programmes</p> <p>Divisional Traffic Inspector to devise a Casualty Reduction Strategy with the overall objective of reducing fatal and serious injury collisions</p> <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> • Intelligence led roads policing operations based on local intelligence • Increasing levels and quality of intelligence • The provision of appropriate resources and training to ensure effective roads policing • The continued use and development of ANPR • The development of a Criminal Interdiction Programme for An Garda Síochána 	<p>Deaths and serious injuries reduced</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>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles.</p> <p>Increase in the number of MAT checkpoints performed in County Kildare.</p> <p>Field Impairment testing delivered to all operational members.</p> <p>Review of Garda Road Safety Awareness Communications programme completed</p> <p>Casualty Reduction Strategy implemented in all Districts.</p> <ul style="list-style-type: none"> • Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented <ul style="list-style-type: none"> • No of positive hits on ANPR in relation to Traffic related offences • Criminal Interdiction Programme delivered to Traffic Corps members • Attendance of Divisional Traffic Inspector at Crime Management Meetings 	<p>Inspector J Doyle Athy</p> <p>Each Superintendent</p> <p>Division Traffic Inspector</p> <p>Each Traffic Sergeant</p> <p>P.S.V. Sergeant</p> <p>Traffic Unit Gardaí</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Minimise the impact of public disorder, assaults and criminal damage</p> <p>Improved understanding and responsiveness to community needs</p>	<p>Through proactive analysis, identify public order hotspots and deploy appropriate resources to identified areas in respect of alcohol and drug related anti-social behaviour and youth crime</p> <p>Providing a coordinated approach to incidents of public disorder and Anti-Social Behaviour</p> <p>Reducing the fear in communities caused by the incidents of antisocial behaviour by the continued use of behaviour warnings, good behaviour contracts, court orders and targeted operations</p> <p>Enhancing community safety through targeted high visibility patrols</p> <p>Full utilisation of all available legislation, particularly in relation to underage drinking</p> <p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p> <p>Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour</p> <p>Monitor levels of confidence and satisfaction in An Garda Síochána amongst the general public as well as perceptions on the fear of crime and feelings of safety</p> <p>Full engagement with all Kildare Joint Policing Committees on developing ways of reducing public disorder and anti-social behaviour and maximise the use of CCTV in County Kildare</p>	<p>Public disorder reduced in line with Strategy Statement commitments</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Number of test purchase operations</p> <p>Number of meetings held with Vintners Federation</p> <p>Analyse the Public Attitudes Survey</p> <p>Analyse the JPC Open Forum Feedback</p>	<p>Inspector K Lavelle</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>Each Sergeant</p> <p>Crime Prevention Sergeant</p> <p>Community Sergeants</p> <p>Community Gardaí</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Work with and support all sections of our community	Ensuring that Community Policing is embedded in all Communities	Commitment to Garda Síochána National Model of Community Policing accomplished	<p>Superintendent P Mangan</p> <p>Divisional Officer</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>Each Sergeant</p> <p>Community Gardaí</p>	<p>Trust and confidence in the Garda service</p>
	Evaluating Community Alert and Neighbourhood Watch Strategies	Evaluation of Community Alert and Neighbourhood Watch Strategies completed.		
Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities	Supporting the work of the National Children Services Implementation Group(NCSIG) and Children's Services Committee (CSC) Initiative	Support of and participation in CSCs in County Kildare		
	The development of an implementation plan for Older People Strategy	Full implementation of Older People Strategy		
	The development of a Youth and Children Strategy for 2012 -2014	Full implementation of plan to develop Youth & Children Strategy 2012-2014		
	Implementation of the Garda Diversity Strategy 2009-2012	Garda Diversity Strategy implemented		
A partnership approach to solving community problems	Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Active participation in all established JPCs and Local Policing Fora Number of Joint Policing Committees attended.		

<p>Recognising and responding to the needs of victims of crime</p>	<p>Implementing the recommendations the of JPC Survey 2009</p> <p>Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation</p> <p>Reviewing the policy on Family Liaison Officers</p>	<p>Recommendations of the JPC Survey 2009 implemented</p> <p>An Garda Síochána Victims Charter implemented</p> <p>Systems in place to monitor implementation</p> <p>Policy on Family Liaison officers reviewed</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
The continued development of an excellent organisation	The implementation of the Public Service (Croke Park) Agreement 2010-2014	A performance management framework for An Garda Síochána introduced A rostering system that more closely matches the availability of staff with policing demands introduced The implementation of appropriate reporting arrangements	Superintendent P Mangan	Highly motivated people
	The implementation of the Strategic Change Framework	The Strategic Change Framework implemented		
Maintain compliance with human rights and legislative requirements for persons in Garda custody	Identifying all training deficiencies Divisionally and ensure there are sufficiently qualified personnel to meet requirements.	Enhanced Divisional training to meet requirements delivered	Divisional Officer	Better service to citizens
	Recognising excellent police work	Number of commendations issued to members		
Enable smart processes and technologies to support frontline policing delivery	Audit the facilities within each District for dealing with persons detained in custody	Improvement in facilities where persons are detained	Each Superintendent	More effective use of resources
	Implementation of the ICT Strategy 2010-2012	Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved	Each Inspector	
	Continued development of e-working systems Ensure all incidents created on PULSE are quality assured	Increased e-working processes Ensure all incidents created on PULSE are reviewed by a supervisor	Each Sergeant	

<p>Ensure value for money in the management of resources</p>	<p>Policing priorities financed within budget</p> <p>Electronic Absence recording process implemented within region</p> <p>Working with National Procurement Service to develop a common approach to procurement capacity processes across all procurement areas</p> <p>Developing the management of risk by the continued rollout and support for organisational wide risk management.</p>	<p>Policing priorities financed within the allocated budget</p> <p>SAMS implemented within the Division</p> <p>A Corporate Divisional Procurement Plan implemented</p> <p>All risk registers within the Kildare Division maintained in line with organisation policy</p> <p>Training in the management of risk completed</p>	<p>Superintendent P Mangan</p> <p>Divisional Officer</p> <p>Each Superintendent</p> <p>Each Inspector</p>	
<p>Enhance our corporate commitment to the environment</p>	<p>Implementing the Garda Environmental and Energy Strategy</p>	<p>Garda Environmental and Energy Strategy implemented</p>	<p>Each Sergeant</p>	