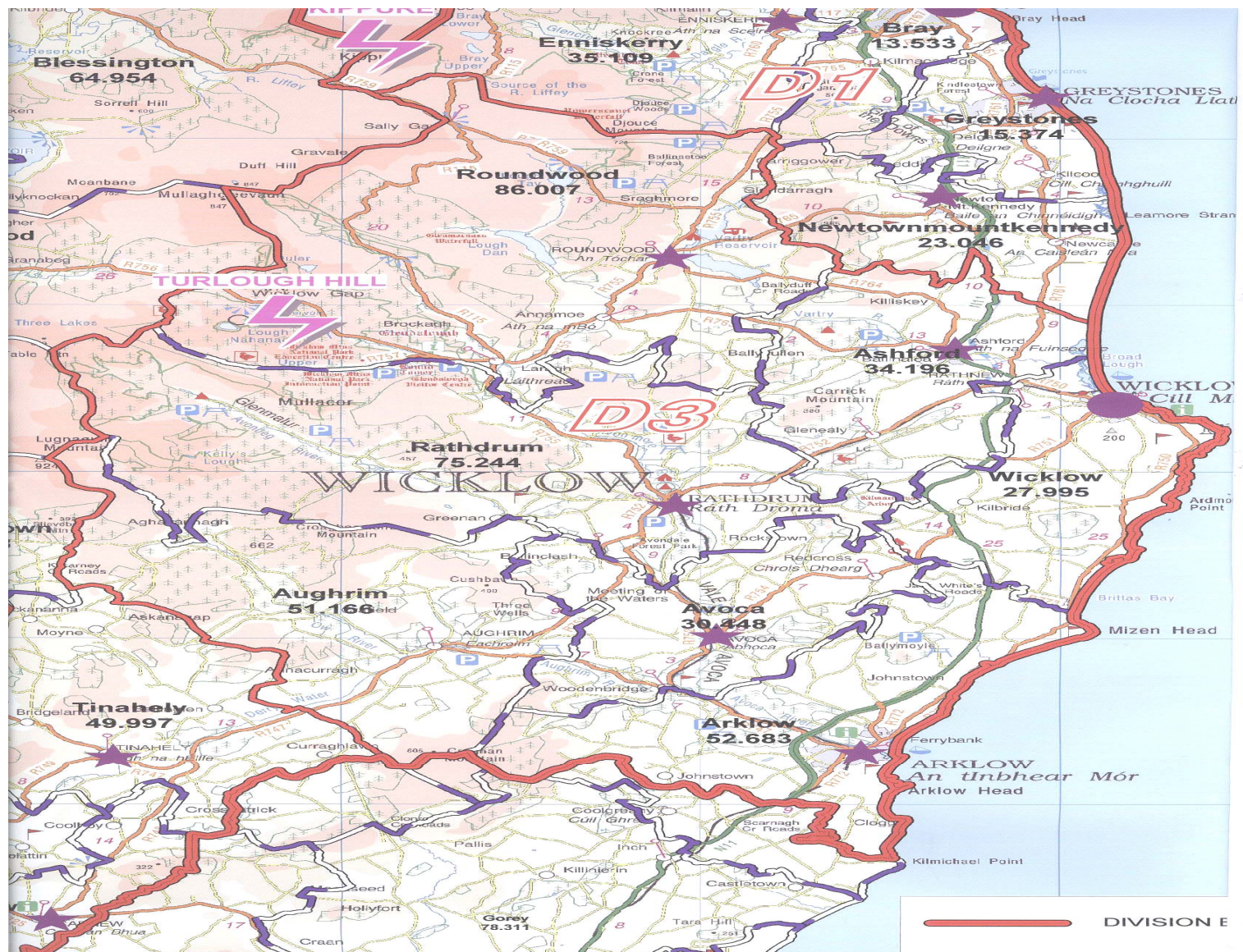




# WICKLOW DIVISION POLICING PLAN 2011



Working with Communities

## FOREWORD OF THE WICKLOW DIVISIONAL OFFICER

This Wicklow Divisional Policing Plan 2011 sets our strategic goals for the second year of An Garda Síochána 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.



The Wicklow Divisional Policing Plan for 2011 is based upon An Garda Síochána's four core values, each of which will guide our actions as we endeavour to deliver the professional and accountable service that the public and community we serve expect and indeed demand.

- **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.

An Garda Síochána has a long established tradition of working closely with communities throughout the country and it is my desire to build on this proud tradition in the Wicklow Division. I want to take this opportunity to acknowledge the hard work of Garda Personnel, Civilian Staff, Joint Policing Committees, Community Groups and the people of Wicklow, all of whom have made the policing of the Division a success during 2010. I look forward to your continued support in 2011.

This Policing Plan will be reviewed quarterly throughout the year and if necessary, adjustments will be made with a view to ensuring that the goals outlined throughout the policing plan are achieved.

My management team and I remain focused and determined in the delivery of a continued professional policing service to the people of Wicklow and listening and responding to the needs of all our stakeholders.

I would welcome comment from interested parties, which will assist me in achieving the objectives of this plan.

*Chief Superintendent Thomas Conway*

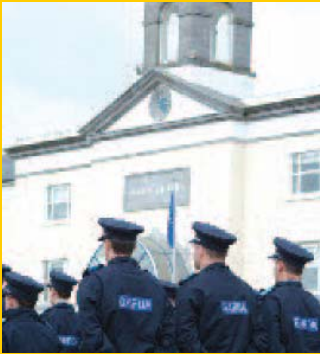




## VISION

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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.

# An Garda Siochana - Priorities for 2011



## **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.

## **Effective 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 victims of crime informed about the progress of their cases and bring offenders to justice promptly.

## **Human Trafficking**

To prevent and detect human trafficking.

## **Wicklow Division Policing Plan 2011**

Mission Statement  
Working with Communities to Protect and Serve

<b>CONTENTS</b>	<b>PAGE NO.</b>
<b>Foreword</b>	<b>Page 2.</b>
<b>Vision</b>	<b>Page 3.</b>
<b>Mission</b>	<b>Page 3.</b>
<b>An Garda Síochána - Priorities for 2011</b>	<b>Page 4.</b>
<b>Goal One-Ensuring our Nation's Security</b>	<b>Page 6.</b>
<b>Goal Two-Confronting Crime</b>	<b>Page 8.</b>
<b>Goal Three-Effective Roads Policing</b>	<b>Page 12</b>
<b>Goal Four-Ensuring a Peaceful Community</b>	<b>Page 14.</b>
<b>Goal Five- Working with Communities</b>	<b>Page 16.</b>
<b>Goal Six- An Excellent Organisation</b>	<b>Page 20</b>



## Goal One: 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>Identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</b>	<p>Each local threat received to be assessed at a Divisional &amp; District level.</p> <p>All threats received to national/international security relative to the Wicklow Division are assessed, categorised, recorded and action plans to respond to same implemented.</p> <p>Continuing to develop our intelligence gathering and analysis capability.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass assisted by Divisional Senior Investigating Officer.</p>	<p><b>No terrorist attacks occurring within the Wicklow Division</b></p> <p><b>Enhanced intelligence gathering to support targeted operations against terrorist and extremist groups</b></p>	<p><b>A Secure Division</b></p>
<b>Disrupt the connection between organised crime gangs and subversive/terrorist groups</b>	<p>Identify and profile any group/individual residing or operating within the Division who poses a threat to national/international Security.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass assisted by Divisional Senior Investigating Officer.</p>	<p><b>Levels of activity against organised crime gangs and subversive/terrorist groups</b></p> <p><b>Increase the number of intelligence reports</b></p> <p><b>Number of Regional Support Unit (RSU) call outs to crisis incidents</b></p>	<p><b>An active role in enhancing international security</b></p>

### Wicklow Division Policing Plan 2011

Mission Statement  
Working with Communities to Protect and Serve



## Goal One: Ensuring our Nation's Security....continued.

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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents.</b>	<p>List and review current plans in place in relation to all vital installations within the Wicklow Division.</p> <p>Successfully Police visits of dignitaries to the Wicklow Division and maintain their security at all times.</p> <p>Members to develop the necessary knowledge, skills &amp; abilities to deal with tiger kidnappings, hostage negotiation and barricade incidents</p>	Superintendent, Bray, Wicklow, Baltinglass supported by Divisional Crime Prevention Officer.	<p><b>Crisis incident management training conducted</b></p> <p><b>Members aware of Tiger Kidnapping Protocols</b></p> <p><b>A number of members are trained as hostage negotiators</b></p> <p><b>Visits of dignitaries to the Wicklow Division successfully policed</b></p>	<b>An active role in enhancing international security</b>
<b>Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'</b>	<p>Wicklow Division to review and update Major Emergency Management Plan as required.</p> <p>Conduct at least one table top Emergency Exercise in the Wicklow Division</p> <p>Participation in Major Emergency Planning exercises with other agencies</p>	Inspector Michael Walsh.	<p><b>Divisional Major Emergency exercise conducted</b></p> <p><b>One table-top Emergency Exercise in the Wicklow Division conducted</b></p>	<b>An active role in enhancing international security</b>



## GOAL TWO:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p>Tackle organised crime by:</p> <p><b>Continuing to target organised crime gangs</b></p> <p><b>Identifying and targeting human trafficking networks</b></p> <p><b>Proactively targeting drug trafficking and low level street dealing</b></p> <p><b>Identifying and targeting assets which are the proceeds of crime</b></p>	<p>Identify, profile and target individuals and groups, within each District per quarter, suspected to be involved in organised criminal activity and engaged in the trafficking of illegal drugs and gun crime.</p> <p>Maintain the number of Operation Anvil Crime Prevention patrols in line with budgetary constraints.</p> <p>Increase in the number of registered intelligence sources.</p> <p>Devise strategy to target 'Grow Houses' using registered information sources, consultation with electricity service providers and use of heat detecting equipment / Air Support Unit.</p> <p>Conduct where appropriate searches of premises under the Misuse of Drugs and Offences Against the State Act.</p> <p>Relevant sections of the National Drugs Strategy to be implemented.</p> <p>Fingerprinting persons detained in accordance with statutory provisions or voluntarily.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass supported by Divisional Senior Investigative Officer.</p>	<p><b>Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act 2009) forwarded to Director of Public Prosecutions</b></p> <p><b>Levels of activity against organised crime groups</b></p> <p><b>Intelligence reports relating to organised crime</b></p> <p><b>Intelligence led operations against groups and individuals involved in the operation of 'Grow Houses'</b></p> <p><b>Number of detained persons fingerprinted</b></p>	<p><b>Reduced crime and the fear of crime</b></p>





## GOAL TWO:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p><b>Target crimes against the person and high volume property crime, including:</b></p> <p><b>Crimes involving prohibited weapons.</b></p> <p><b>Domestic violence incidents</b></p> <p><b>Crimes of a sexual nature</b></p>	<p>Utilise the services of Regional Analysts to identify crime patterns within the Wicklow Division.</p> <p>Utilise to a maximum the services of the Divisional Crime Management Team to target high volume crime.</p> <p>Strategy to be enhanced to increase public awareness in relation to the prevention of property crime and crimes against the person utilising the services of the Crime Prevention Officer.</p> <p>All HSE Notifications forwarded in line with agreed protocols.</p> <p>Seminars affording crime prevention advice to be held with members of the business community.</p> <p>Detailed and regular bulletins of known criminals and repeat offenders to be made available by each CIOs in the Wicklow Division.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass supported by Divisional Crime Prevention Officer and Senior Investigating Officer.</p>	<p><b>Crimes against the person reduced in line with Strategy Statement commitments</b></p> <p><b>Detections for crimes against the person increased in line with Strategy Statement commitments</b></p> <p><b>Property crime reduced in line with Strategy Statement commitments</b></p> <p><b>Detections for property related crime increased in line with Strategy Statement commitments</b></p>	<p><b>Reduced crime and the fear of crime</b></p>



## GOAL TWO:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>CONTINUED:</b> <b>Target crimes against the person and high volume property crime, including:</b>  <b>Crimes involving prohibited weapons.</b>  <b>Domestic violence incidents</b>  <b>Crimes of a sexual nature</b>	<p>District Officers shall ensure that all prisoners detained are photographed and fingerprinted in accordance with law, procedure and regulations in place.</p> <p>Ongoing consultation with all relevant agencies to enhance services provided to victims of sexual abuse and domestic violence</p>	As Above	As Above	Reduced crime and the fear of crime
<b>Support and protect child victims</b>	Interagency cooperation with the HSE in relation to the investigation of crimes against children	Divisional Senior Investigating Officer	<b>Number of 'HSE Notification Actions' in relation to crimes against children</b>	Reduced crime and the fear of crime



## GOAL TWO:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p><b>Enhance organisational capability in managing the risks associated with sex offenders</b></p>	<p>Ensure the continued appointment of an Inspector in the Division with responsibility for the monitoring of sex offenders and also to monitor known sex offenders from U.K. and other jurisdictions now resident in respective Districts.</p> <p>Ensure that a Sergeant in each Sub-District continues to have responsibility for the monitoring of each sex offender resident therein.</p> <p>Ensuring the provisions of the Sex Offenders Act 2001 are implemented</p> <p>100% of sex offenders subject to the Sex Offenders Act 2001 in the Wicklow Division risk assessed.</p>	<p>Inspector S. Hipwell</p>	<p><b>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed.</b></p>	<p><b>Reduced crime and the fear of crime</b></p>



## GOAL THREE: - 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>Intelligence led enforcement of Road Traffic and Road Transport Legislation</b>	<p>Implement a targeted strategy for the detection of:</p> <ul style="list-style-type: none"> <li>- Drink Driving Offences.</li> <li>- Non wearing of seat belts.</li> <li>- Road Transport Offences</li> <li>- Section 41 Seizures</li> </ul> <p>Proactively conduct high visibility checkpoints in the Wicklow Division</p> <p>Increase number of MAT (Mandatory Alcohol Testing) Checkpoints in each District.</p> <p>Maximise the use of speed detection equipment and ANPR within the Wicklow Division.</p> <p>Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies</p> <p>Each District Officer will devise a Casualty Reduction Strategy with the overall objective of reducing fatal and serious injury collisions</p>	<p>Superintendent, Bray, Wicklow, Baltinglass assisted by Inspector M. Walsh</p>	<p><b>Deaths and serious injuries reduced.</b></p> <p><b>Targets appropriate to An Garda Síochána, as set out in The Road Safety Strategy 2007-2012 achieved in the following areas:</b></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>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles.</p> <p>Increase in the number of MAT checkpoints performed.</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 Divisions:</p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>



### GOAL THREE: - Effective Roads Policing ....continued

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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</b>	<p>Intelligence led roads policing operations.</p> <p>Maintain the strength of the Wicklow Divisional Traffic Unit.</p> <p>Increase use throughout the Division of 'Super Checkpoints' using members from Detective Units, Divisional Drugs Unit, Traffic Units and Regular Units.</p>	Superintendent, Bray, Wicklow, Baltinglass assisted by Inspector M. Walsh.	<ul style="list-style-type: none"> <li>• Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented</li> <li>• No of positive hits on ANFR in relation to Traffic related offences</li> <li>• Criminal Interdiction Programme delivered to Traffic Corps members</li> <li>• Attendance of Divisional Traffic Inspectors at Crime Management Meetings</li> </ul>	<b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>





## GOAL FOUR:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p><b>Minimise the impact of public disorder, assaults and criminal damage</b></p>	<p>Public Order Hotspots to be identified and targeted through specific operational plans, each of which to be reviewed on a quarterly basis.</p> <p>Utilise and issue where appropriate Behavioural Warnings under the Criminal Justice Act 2006.</p> <p>Seek Good Behaviour Contracts where appropriate.</p> <p>Increase number of Adult Cautions/FCPS to appropriate persons for Public Order offences</p> <p>Training of members in Youth Crime Case Management increased.</p> <p>Proactive enforcement of Section 19 of the Intoxicating Liquor Act, 2008.</p> <p>Conduct covert intelligence led operations focussing on the prevention and detection of selling of alcohol to juveniles.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass and CPD School</p>	<p><b>Public disorder reduced in line with Strategy Statement commitments</b></p> <p><b>Assaults reduced</b></p> <p><b>Criminal damage reduced</b></p> <p><b>Number of test purchase operations</b></p> <p><b>Number of meetings held with Vintners Federation</b></p> <p><b>Analyse the Public Attitudes Survey</b></p>	<p><b>Safer and more peaceful local communities</b></p>



## GOAL FOUR:- Ensuring a Peaceful Community...continued

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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p><b>CONTINUED:</b></p> <p><b>Minimise the impact of public disorder, assaults and criminal damage</b></p> <p><b>Improved understanding and responsiveness to community needs</b></p>	<p>Issue warnings where appropriate to Licensed Holders under Section 4(2) Licensing (Combating Drug Abuse) Act, 1997.</p> <p>Seek closure orders where appropriate of Licensed Premises under Section 4(1) Criminal Justice (Public Order) Act 2003.</p> <p>Liaise with the licensing trade and security personnel to make use of early intervention strategies to target people who are likely to engage in public disorder as a result of excessive alcohol consumption.</p> <p>Proactively inspect Licensed Premises to ensure compliance with Liquor Licensing legislation.</p> <p>Maintain level of resources dedicated to Community Policing in the Wicklow Division.</p> <p>Proactively engage with business involved in the 'night time' economy</p>	As Above	As Above	<p><b>Safer and more peaceful local communities</b></p>



## GOAL FIVE:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>Work with and support all sections of our community</b>	<p>Implement the Garda Diversity Strategy as appropriate in each District.</p> <p>One open day for Ethnic Minorities at a Garda Station in each District.</p> <p>Ensure that additional Community Gardai in the Wicklow Division are trained as Ethnic Liaison Officers.</p> <p>Appoint a Sergeant in each District with responsibility for Ethnic and Cultural Diversity issues.</p> <p>Proactively engage with communities with a view to further developing Neighbourhood Watch Schemes/Community Alert areas within the Wicklow Division.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass</p>	<p><b>Commitment to Garda Síochána National Model of Community Policing accomplished.</b></p> <p><b>Evaluation of Community Alert and Neighbourhood Watch Strategies completed.</b></p>	<p><b>Trust and confidence in the Garda service</b></p>



## GOAL FIVE:- Working with Communities....continued

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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p><b>Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities</b></p>	<p>The development of an implementation plan for Older People Strategy</p> <p>The development of a Youth and Children Strategy for 2012-2014</p> <p>Older persons register in each District to be reviewed and updated.</p> <p>Members engaging with younger people through contact with Youth Service Providers</p> <p>Delivery of Garda Primary/Secondary Schools Programme is ongoing.</p> <p>Garda Youth Diversion Projects maintained and supported.</p>	<p>Superintendent, Bray, Wicklow, Baltinglass and Divisional Crime Prevention Officer</p>	<p><b>Support of and participation in CSCs in all Garda Division</b></p> <p><b>Full implementation of Older People Strategy</b></p> <p><b>Full implementation of plan to develop Youth &amp; Children Strategy 2012-2014</b></p> <p><b>Garda Diversity Strategy implemented</b></p>	<p><b>Trust and confidence in the Garda service</b></p>



## GOAL FIVE:- Working with Communities....continued

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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>A partnership approach to solving community problems</b>	<p>Engage fully in Joint Policing Committees in the Wicklow Division.</p> <p>Divisional and District Officers are appointed to sit on Joint Policing Committees as appropriate.</p> <p>100% attendance at all Joint Policing Committee meetings.</p> <p>All recommendations emanating from Joint Policing Committees to be assessed and actioned as appropriate.</p> <p>District Officers to complete JPC1 after each JPC Meeting.</p>	Superintendent, Bray, Wicklow, Baltinglass	<ul style="list-style-type: none"> <li>▪ <b>Active participation in all established JPCs and Local Policing Fora.</b></li> <li>▪ <b>Number of Joint Policing Committees attended</b></li> </ul>	<b>Trust and confidence in the Garda service</b>
<b>Recognising and responding to the needs of victims of crime</b>	<p>Implement recommendations of the JPC Survey 2009</p> <p>Ensure implementation of Garda Síochána Victims Charter and monitor such implementation.</p> <p>‘Older Persons Register’ actively maintained at each Garda Station in the Division.</p> <p>Increase % of Letters to Crime Victims issued.</p>	Superintendent, Bray, Wicklow, Baltinglass	<p><b>Recommendations of the JPC Survey 2009 implemented</b></p> <p><b>An Garda Síochána Victims Charter implemented</b></p> <p><b>Systems in place to monitor implementation</b></p> <p><b>Policy on Family Liaison officers reviewed</b></p>	<b>Trust and confidence in the Garda service</b>





## GOAL FIVE:- Working with Communities....continued

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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<p><b>CONTINUED:</b></p> <p><b>Recognising and responding to the needs of victims of crime</b></p>	<p>Maintain the number of Family liaison Officers to be appointed to each District in the Wicklow Division and fully utilise them as appropriate.</p> <p>Crime Prevention Officer to publish crime prevention article in local print media focused on personal safety and home security for the elderly.</p> <p>All older victims of Crime receive Crime Prevention advice</p> <p>Ensure that all victims of crime are informed in writing of the contact details of investigating Gardaí and the availability of Victim Support Services.</p>	As Above	As Above	<p><b>Trust and confidence in the Garda service</b></p>



## GOAL Six:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>The continued development of an excellent organisation</b>	<p>The implementation of the Public Service (Croke Park) Agreement 2010-2014.</p> <p>Implementation of the Strategic Change Framework.</p> <p>Delivery of a Continuous Professional Development programme to all personnel in the Wicklow Division.</p> <p>Recognising excellent police work through EPW 1.</p>	Chief Superintendent Wicklow, Superintendent, Bray, Wicklow, Baltinglass in liaison with Sergeant i/c, CPD School.	<p><b>A performance management framework for An Garda Síochána introduced</b></p> <p><b>A rostering system that more closely matches the availability of staff with policing demands introduced</b></p> <p><b>The implementation of appropriate reporting arrangements</b></p> <p><b>The Strategic Change Framework implemented</b></p> <p><b>Enhanced Divisional training to meet requirements delivered</b></p> <p><b>Number of commendations issued to members</b></p>	<b>Highly motivated people</b>
<b>Maintain compliance with Human Rights and legislative requirements for persons in Garda Custody</b>	<p>Enhance facilities for dealing with persons detained in custody. Programme to update cell accommodation implemented</p> <p>Ongoing training of members in IIWS</p>	Superintendent, Bray, Wicklow, Baltinglass and CPD school	<b>Improvement in facilities where persons are detained</b>	<b>Better service to citizens</b>



## GOAL Six:- 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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
Enable smart processes and technologies to support frontline policing delivery	<p>Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved</p> <p>Increased e-working processes including the increase use of email and the Garda Portal.</p> <p>Ensure all incidents created on PULSE are quality assured locally as well as reviewed by supervisors at GISC.</p>	Chief Superintendent Wicklow, Superintendent Bray, Wicklow, Baltinglass.	<p>Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved</p> <p>Increased e-working processes</p> <p>Ensure all incidents created on PULSE are reviewed by a supervisor</p>	More effective use of resources



## GOAL Six:- An Excellent Organisation....continued.

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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.

National Actions	Divisional Actions	Process Owner	Divisional Performance Indicator	Outcome
<b>Ensure value for money in the management of resources</b>	<p>Implement strong fiscal controls at management level to ensure that maximum utility is derived from financial resources.</p> <p>Utilisation of SAMS system to actively manage absence and resource allocation within the Division. Increase in referrals to CMO for medical review of appropriate personnel.</p> <p>Wicklow Division to operate successfully within budgets.</p> <p>Divisional Procurement Committee established.</p> <p>Corporate Risk Management training to be held.</p>	Superintendent, Bray, Wicklow, Baltinglass.	<p><b>Policing priorities financed within the allocated budget</b></p> <p><b>SAMS implemented within the Wicklow Division.</b></p> <p><b>A Corporate Procurement Plan implemented</b></p> <p><b>All risk registers within Wicklow Division maintained inline with organisation policy</b></p> <p><b>Training in the management of risk completed</b></p>	<b>More effective use of resources</b>
<b>Enhance our corporate commitment to the environment</b>	Implementing the Garda Environmental and Energy Strategy	Superintendent, Bray, Wicklow, Baltinglass	<b>Garda Environmental and Energy Strategy implemented</b>	<b>More effective use of resources</b>



## **Wicklow Garda Division**

### **Contact Details**

<b>Chief Superintendent, Wicklow Division</b>	Chief Superintendent Thomas Conway, Bray Garda Station, Convent Avenue, Bray, Co. Wicklow.
<b>Superintendent, Bray District</b>	Superintendent Michael Lernihan, Bray Garda Station, Convent Avenue, Bray, Co. Wicklow.
<b>Superintendent, Wicklow District</b>	Superintendent Patrick Ward, Wicklow Garda Station, Bachelor's Walk, Wicklow Town, Co. Wicklow.
<b>Superintendent, Baltinglass District</b>	Superintendent Eamonn Keogh Baltinglass Garda Station, Baltinglass, Co. Wicklow.