



An Garda Síochána

Kerry Division

Policing Plan 2012

'Working with our Communities'

FOREWORD

The Mission Statement of An Garda Síochána is to "Achieve the highest attainable level of Personal Protection, Community Commitment and State Security". This Plan is drawn up to ensure that we in An Garda Síochána in Kerry achieve this goal. This Plan is based on the Garda Síochána National Policing Plan 2012 and the Garda Southern Region Policing Plan 2012.

The Plan sets out detailed objectives to achieve quality policing for the people of Kerry throughout 2012. It also reflects our role in helping ethnic, culturally diverse, and minority groups. Of particular note in the Plan is a special emphasis on developing a Youth Strategy and greater Community Engagement by members of An Garda Síochána. The Plan also outlines a particular focus in 2012 to reducing the number of fatal and other road traffic accidents in our county's roads.

We in An Garda Síochána in Kerry believe that policing is a partnership between An Garda Síochána and the Community and it is only when both work together that all the Goals as set out will be effectively achieved.

I believe in providing a quality service to the Community, and I will strive to ensure that each member of An Garda Síochána in Kerry has a total commitment to this. We will continue to meet regularly with local communities to listen to their concerns and address their needs.

There are many concerns that 2012 will present problems for An Garda Síochána with the closure of stations and reduction in Personnel. The Gardaí in the Kerry Division will strive to ensure that the policing service provided in the Kerry Division will continue at the same high level as other years.

Anyone with a point of view or a suggestion which they feel may contribute to better policing in Co. Kerry should send their views to me at the Chief Superintendents Office, Garda Síochána, Tralee, Co. Kerry. Tel; 066 - 7102311.

(P. Sullivan)
Chief Superintendent.

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 2012
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 2012

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, 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
<p>Continue to identify and analyse any threat to national and international security and respond appropriately</p>	<p>The provision of tactical and strategic intelligence assessments to inform local management and national units of emerging patterns, trends and thus assist in critical decision making.</p> <p>Continuing to develop our intelligence gathering and analysis capability and awareness of prevailing threats by terrorist groups.</p>	<p>Divisional plans to tackle dissident republican activities drafted, approved and implemented.</p> <p>Seminars to be held in each District on the topic of 'Dissident Republican Activities'</p> <p>The number of successful interventions in thwarting terrorist grouping operational activity.</p>	<p>Each District Officer Kerry Division</p>	<p>A secure nation</p>
<p>Continue to identify and analyse any threats to other countries emanating from terrorist and extremist elements within the Kerry Division.</p>	<p>Supporting An Garda Síochána in working towards international security and other police partners to combat terrorist procurement, financing and operational activities.</p>	<p>Levels of activity against organised crime gangs and subversive/terrorist groups</p> <p>The timely delivery of quality intelligence packages.</p>	<p>D/Inspector Keane</p> <p>Each D/Sergeant Kerry Division</p>	
<p>Break any association between subversive, terrorist and organised crime gangs</p>	<p>Prioritising the deployment of resources in support of national security operations</p> <p>Identifying and targeting the links between organised crime gangs and subversive/terrorist groups</p> <p>The continued use of all available legislation</p> <p>Continuing to liaise with appropriate agencies</p> <p>Adherence to international good practice</p>	<p>The number of successful interventions in tackling links between organised groups and terrorist organisations.</p>		

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<p>Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents</p> <p>Consolidate developments emerging from the ‘Framework for Major Emergency Management in Ireland’</p> <p>Prepare for Ireland’s Presidency of the EU Council, January to June 2013.</p>	<p>Divisonal policy to be implemented in any case of possible tiger kidnappings. All hostage negotiators to be trained as necessary.</p> <p>Participation in Major Emergency Plan exercises with other agencies</p> <p>Conducting critical infrastructure audits</p> <p>Implementation of the Major Emergency Management Programme 2012.</p>	<p>Crisis incident management training conducted</p> <p>Risk assessment of major emergency hazards conducted in each District.</p> <p>Major Emergency Planning exercises conducted in all Garda Districts.</p> <p>All Critical Infrastructure Audits conducted</p> <p>Supporting the development of Interagency Guidance Documents and Protocols for:</p> <ul style="list-style-type: none"> • Interagency co-ordination of Motorway Incidents • Interagency major emergency media plan template. • Interagency mass fatality plan. 	<p>Each District Officer Kerry Division</p> <p>Inspector Ashe</p>	<p>An active role in enhancing national security.</p>
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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
Tackle property crime	Crime prevention, tackling offenders, especially repeat offenders, and targeting crime hotspots as identified by analysis. This will reduce property crimes such as burglaries, thefts and robberies.	Meeting targets set out in An Garda Síochána Strategy Statement 2010-2012 regarding property crime (reduction of incidents of property crime and increased detections)	Each District Officer Kerry Division	
	Utilise all forensic and specialist services to increase crime detection rate.	Increased number of finger/palmprints submitted to the Technical Bureau.		
	Developing and implementing a Divisional crime reduction strategy.	Divisional Crime reduction strategy implemented in each District.		
	Holding monthly crime management meetings to review performance, share information and devise strategies to tackle property crime.	Divisional Crime Management Conference held each month.		
Tackle crimes against the person.	Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations.	Reduced crimes against the person	D/Inspector Keane	Reduced crime and the fear of crime
	Pro-active and analysis led policing of the night time economy	Reduced assaults.		
	Supporting the organisation in enhancing its capability of managing the risks associated with sex offenders.	Increased detections for crimes against the person.		
		No of human trafficking offences identified and investigated.		
		Support the extension of the National Sex Offender Risk Assessment and Management Pilot Project (SORAM) to additional Districts in the Southern Region, 4 formal meetings and 8 informal meetings held with the Probation Service and HSE at Divisional level.	Each D/Sgt. Kerry Division	

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<p>Divert young people from crime</p>	<p>On-going consultation with agencies supporting victims of sexual abuse and domestic violence.</p> <p>Working with other agencies to ensure that young people do not become involved in crime. Specifically, this will be achieved by challenging the behaviour of youths who offend, through the use of Diversion Programme and Diversion Projects and where appropriate the Criminal Courts.</p>	<p>Full utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity.</p>	<p>Insp. Pattwell</p> <p>Each J.L.O.</p> <p>Juvenile Case Managers</p>	
<p>Tackle organised crime.</p>	<p>Using intelligence and analysis to inform operations against organised crime groups.</p> <p>Maintaining the focus on the illegal drugs trade including the supply and use of heroin.</p> <p>Working in partnership with Revenue/ Customs</p>	<p>Number of Intelligence reports generated relating to organised crime/number of intelligence led operations carried out.</p> <p>Quarterly report from Community Policing teams on</p> <ul style="list-style-type: none"> • Community policing initiatives in each District • Number of young people included in Garda Youth Diversion Programmes <p>Number of seizures of controlled drugs</p> <p>Number of Joint Investigations undertaken with Revenue/Customs</p>	<p>D/Inspector Keane</p> <p>Each D/Sergeant Kerry Division</p>	<p>Reduced crime and the fear of crime</p>
<p>Tackle e-crime by</p>	<p>Support the Organisation in focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders.</p> <p>Proactive targeting of criminal organisations and individuals who engage in financial crime in areas of business, money laundering, terrorist financing and card payments.</p>	<p>Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 14/52/63 and 64</p> <p>Reduced incidents of fraud and increased detections</p> <p>Increased knowledge and competence in dealing with e-crime</p>		

<p>Tackle white collar crimes in all its forms.</p>	<p>Support the National Units in the investigation of complex commercial fraud cases using all the skills and resources at National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau.</p>	<p>The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges.</p>	<p>D/Inspector Keane Each D/Sergeant Kerry Division</p>	<p>Reduced crime and the fear of crime</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>Continued reduction in the incidence of fatal and serious injury collisions and deny the use of our roads network to criminal activity</p>	<p>Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations.</p> <p>Use of new technologies, such as the Automatic Number Plate Recognition (ANPR) system to deny the use of our roads for criminal activity.</p> <p>The roll out of the criminal Interdiction programme to all Traffic Corps members.</p> <p>Speed enforcement carried out in speed enforcement zones using speed detection vehicles.</p> <p>Deliver a range of prevention programmes.</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes.</p> <p>Continue to promote key messages on road safety, for example through Crime Call and local media.</p>	<p>Continued downward trend in road deaths and serious injuries.</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 enforcement of Road Traffic Operations • Increased seatbelt wearing <p>Monthly ANPR Management Report issued to each Divisional Officer</p> <p>Criminal Interdiction programme rolled out to all Traffic Corps members</p> <p>Four School bus safety operations and two Pedestrian Road safety Awareness operations to be conducted.</p> <p>Delivery of schools programme to transition year students on a quarterly basis</p> <p>Road Safety messages delivered through National and Local Media Campaigns, Bank Holiday Press releases, Road Safety stands at key events.</p>	<p>Each District Officer</p> <p>Inspector Ashe</p> <p>Divisional Force</p> <p>Traffic Corps</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>

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<p>Continued reduction in the incidence of fatal and serious injury collisions and deny the use of our roads network to criminal activity</p>	<p>Continue to confront and change the behaviour of youths who commit road traffic offences.</p> <p>Continue Inter-Department co-operation through bi-lateral and multi-agency operations.</p>	<p>Co-branding of road safety messages in conjunction with the Road Safety Authority developed and completed.</p> <p>Delivery of Restorative Justice Road Safety Programme to youths who have committed Road Traffic Offences.</p> <p>One Bi-Lateral multi-agency checkpoint conducted in each Division per week</p>	<p>Each Sergeant</p> <p>District Force</p> <p>District Officers</p>	<p>All accidents investigated in a timely manner and prosecutions for offences disclosed.</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 style="text-align: center;">Reduce incidents of Public Order and Criminal Damage</p>	<p>Proactive analysis and 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>Increase Garda presence during busy periods within the Division such as Puck Festival in Killorglin, Rose of Tralee, Killarney Summerfest and the Rally of the Lakes.</p> <p>Providing a coordinated approach to incidents of public disorder and Anti-Social Behaviour</p>	<p>Public disorder reduced in line with Strategy Statement commitments</p> <p>Number of incidents of assaults reduced</p> <p>Criminal damage reduced</p>	<p>Each District Officer Kerry Division</p>	<p>Safer and more peaceful local communities</p>
<p style="text-align: center;">Improve the feeling of safety in the Community</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>Supporting Garda Management in tackling feuding activity</p> <p>Full utilisation of all available legislation particularly in relation to underage drinking</p>	<p>Reduction in feud related activity</p>		

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Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Improved understanding and responsiveness to community needs</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>Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime</p> <p>The continued implementation of a youth crime case management system</p> <p>Promote greater use of the Garda Agecard to reduce the consumption and sale of alcohol to people under 18 years of age</p> <p>Consultation with relevant stakeholders on key issues and problems</p> <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>Number of test purchase operations</p> <p>Youth crime case management system introduced and implemented in all Garda districts</p> <p>The 'Feelings of Safety' in communities increased</p>	<p style="text-align: center;">Each District Officer Kerry Division</p> <p style="text-align: center;">Insp. Pattwell</p> <p style="text-align: center;">Each JLO Kerry Division</p> <p style="text-align: center;">Juvenile Case Managers Kerry Division</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
<p>Continue meaningful engagement with young people.</p>	<p>Ensuring that Community policing is embedded in all Communities</p>	<p>Commitment to Garda Síochána National Model of Community Policing accomplished</p>	<p>Inspector Ashe</p>	<p>Trust and confidence in the Garda service</p>
<p>Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities</p>	<p>Evaluating Community Alert and Neighbourhood Watch Strategies</p>	<p>Evaluation of Community Alert and Neighbourhood Watch Strategies completed.</p>	<p>Each District Officer Kerry Division</p>	
<p>Improved understanding and responsiveness to community needs</p>	<p>Supporting the work of the National Children Services Implementation Group(NCSIG) and Children's Services Committee (CSC) Initiative</p>	<p>Support of and participation in CSCs in all Garda Districts</p>	<p>D/Inspector Keane</p>	
<p>A partnership approach to solving community problems</p>	<p>The development of an implementation plan for Older People Strategy</p>	<p>Full implementation of Older People Strategy</p>	<p>Insp. Pattwell</p>	
<p>Improved understanding and responsiveness to community needs</p>	<p>The development of a Youth and Children Strategy for 2012 -2014</p>	<p>Full implementation of plan to develop Youth & Children Strategy 2012-2014</p>	<p>Insp. Pattwell</p>	
<p>Improved understanding and responsiveness to community needs</p>	<p>Implementation of the Garda Diversity Strategy 2009-2012</p>	<p>Garda Diversity Strategy implemented</p>	<p>Insp. Pattwell</p>	
<p>Improved understanding and responsiveness to community needs</p>	<p>Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups</p>	<p>Active participation in all established JPCs and Local Policing Fora</p>	<p>Insp. Pattwell</p>	
<p>A partnership approach to solving community problems</p>	<p>Implementing the recommendations of the JPC Survey 2009</p>	<p>Recommendations of the JPC Survey 2009 implemented</p>	<p>Insp. Pattwell</p>	

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Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Recognising and responding to the needs of victims of crime	<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>An Garda Síochána Victims Charter implemented</p> <p>Systems in place to monitor implementation</p> <p>Reviewed Policy on Family Liaison officers implemented</p>	Each District Officer Kerry Division	Trust and confidence in the Garda service

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	Supporting the continued implementation of the Public Service (Croke Park) Agreement 2010-2014. The implementation of the Strategic Change Framework	<ul style="list-style-type: none"> 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 		Highly motivated people
Support the Continuous Professional Development programme & other training & development processes	Maintaining the CPD training programme Training and other self-development processes Ensure all recommendations as made by Professional Standards Unit are implemented in each station Identifying all training deficiencies and ensure there are sufficiently qualified personnel to meet requirements.	The Strategic Change Framework implemented Enhanced organisational training to meet requirements delivered Training and necessary alterations to procedures within stations implemented as recommended.	Each District Officer, Kerry Division	Better service to citizens
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	Enhancing facilities for dealing with persons detained in custody	<ul style="list-style-type: none"> Programme to provide Custody CCTV in Garda Stations commenced Programme to update cell accommodation implemented 		More effective use of resources

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Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Ensure value for money in the management of resources	<p>Alignment of the 2012 Garda budget with the Annual Policing Plan</p> <p>Working with National procurement Service to develop 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 voted budget</p> <p>Support the implementation of a Corporate Procurement Plan</p> <p>All organisational risk registers maintained in line with organisation policy</p> <p>Training in the management of risk completed</p>	Each District Officer, Kerry Division	More effective use of resources
Enhance our corporate commitment to the environment	<p>Implementing the Garda Environmental and Energy Strategy</p>	<p>Garda Environmental and Energy Strategy implemented</p>		

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