



An Garda Síochána Policing Plan 2012 Kildare Division



'Working with our Communities'

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 the threats to the State emanating from terrorist and extremist groups and take appropriate action</p>	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and Divisional Units of emerging patterns, trends and thus assist in critical decision making</p> <p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p>	<p>District plans to tackle dissident republican activities drafted, approved and implemented</p> <p>Divisional seminar on the topic of 'Dissident Republican Activities' completed by 2nd Quarter 2012 by Divisional D/Inspector</p>	<p>Each Superintendent</p> <p>Each Inspector</p> <p>Each D/Sergeant</p> <p>Each Criminal Intelligence Officer</p> <p>Kildare Division</p>	<p>A secure nation</p>
<p>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</p>	<p>Working with Crime & Security, International Security and Police partners in combating terrorist procurement, financing and operational activities</p>	<p>The number of successful interventions in thwarting terrorist grouping operational activity</p>		
<p>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</p>	<p>The timely dissemination of intelligence to support operational management in the targeting of terrorist and extremist elements</p> <p>Continued assessment and dissemination of intelligence relative to the organised crime and terrorist interface</p>	<p>The timely delivery of quality intelligence packages.</p> <p>The implementation and training of personnel in the use of the CHIS Charter System completed</p> <p>The number of successful interventions in tackling links between organised groups and terrorist organisations</p>		

<p>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</p>	<p>Work with the Office of Emergency Planning, in conducting a Regional Risk Assessment</p> <p>Implementation of the Major Emergency Management Programme 2012</p>	<p>Risk assessment of major emergency hazards conducted in each District</p> <p>Major emergency planning exercises conducted in each designated major emergency region , including IIE Factory</p> <p>Interagency Guidance Documents and Protocols developed for:</p> <ul style="list-style-type: none"> • Interagency coordination of motorway incidents. • Interagency major emergency media plan template • Interagency Mass Fatality Plan • Divisional MEM Plans reviewed and updated by end Q4 2012. 	<p>Each Superintendent</p> <p>Each Inspector</p> <p>Kildare Division</p> <p>Inspector Doyle</p>	<p>An active role in enhancing national security</p>
<p>Prepare for Ireland’s Presidency of the EU Council, January to June 2013</p>	<p>In conjunction with Government Departments participate in developing security requirements for Irelands EU Presidency prior to and during January – June 2013</p> <p>Prepare for An Garda Síochána’s participation in Justice & Home Affairs Council Working Groups during Ireland’s EU Presidency – January to June 2013</p>	<p>Possible sites with Kildare Division examined and assessed to prepare Garda plans for all security arrangements for Irelands EU Presidency January – June 2013</p> <p>Possible Divisional Meetings of Garda Presidency Working Group scheduled and co-ordinated</p> <p>Garda representation at all meetings of Dept of Justice & Equality Sectoral Presidency Working Group</p>		

Confronting Crime

An Garda Síochána will continue to focus on the prevention of crime. This includes targeting volume property crimes such as burglaries and thefts as well as crimes against the person such as assaults. Importantly, we will ensure that we target those crimes that impact on vulnerable members of our communities, including crimes against children, domestic violence and hate crimes. We will also seek to tackle organised crime through intelligence and analysis, white collar crime and e-crime. Overall, our aim is to reduce crime and the fear of crime.

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Tackle property crime	<p>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</p> <p>Pro-active and analysis led policing of the night time economy</p> <p>Increased Divisional Crime Prevention Awareness Campaigns in cooperation with Kildare Co. Co. JPC</p>	<p>Reduced property crime</p> <p>Increased detections for property crime</p> <p>Reduced crimes against the person</p> <p>Increased detections for crimes against the person</p> <p>No. of human trafficking offences identified and investigated</p>	<p>Each Superintendent</p> <p>Each Inspector</p> <p>D/Inspector O’Sullivan</p> <p>Each D/Sergeant</p> <p>Crime Prevention Sergeant</p> <p>Kildare Division</p>	<p>Reduced crime and the fear of crime</p>
Tackle crimes against the person	<p>Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations</p> <p>Enhancing the organisations capability of managing the risks associated with sex offenders</p> <p>On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p>	<p>Participation in the National Sex Offender Risk Assessment and Management Pilot Project (SORAM) within the Kildare Division, meetings to be held with Probation Service & HSE</p> <p>To work with the Strategic Committee established to liaise with the National Director, Children and Family Services. Biannual meetings held</p> <p>Reduced assaults</p>		
Divert young people from crime	<p>Working with other agencies, Including Kildare Children Services Committee, 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 the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts</p>	<p>Quarterly briefings provided to Divisional Management Team on the 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>Tackle organised crime</p> <p>Tackle e-crime by</p> <p>Tackle white collar crime in all its forms</p>	<p>Using intelligence and analysis to inform operations against organised crime groups</p> <p>Work in partnership with Europol and other national and international agencies</p> <p>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>Working in co-operation with the Director of Corporate Enforcement and other regulatory bodies to fully investigate 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>Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out</p> <p>Number of Joint investigations undertaken with Revenue/Customs</p> <p>Increased knowledge and competence in dealing with e-crime To work with the Computer forensic preliminary analysis unit when established</p> <p>Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 14,52,63,64</p> <p>Reduced incidents of fraud and increased detections</p> <p>The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges</p> <p>Number of tax assessments raised against persons who have gained financially from criminal conduct (CAB)</p> <p>Number of commercial fraud investigations commenced (GBFI)</p>	<p>D/Inspector O’Sullivan</p> <p>Each Superintendent</p> <p>Each Inspector</p> <p>D/Inspector O’Sullivan</p> <p>Each D/Sergeant</p> <p>Kildare Division</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 incidents of fatal and serious injury collisions and deny the use of our roads network for 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 in cooperation with Kildare County Council JPC and Kildare Co. Co. Road Safety Unit</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes in cooperation with Kildare County Road Safety Unit</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 <p>Number of successful interceptions using A.N.P.R.</p> <p>Criminal Interdiction programme rolled out to all Traffic Corps members</p> <p>Support, monitor and review the hours of enforcement by GoSafe cameras completed per month</p> <p>One School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted within the Division</p> <p>Delivery of schools programme to transition year students on a quarterly basis within each District</p>	<p style="text-align: center;">Each Superintendent</p> <p style="text-align: center;">Each Inspector</p> <p style="text-align: center;">Inspector Doyle</p> <p style="text-align: center;">Each Traffic Sergeant</p> <p style="text-align: center;">Sergeant CPD</p> <p style="text-align: center;">Kildare Division</p>	<p style="text-align: center;">Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>

	<p>Continue to promote key messages on road safety through KFM Weekly Radio Programme, the Kildare Co. Co. JPC Traffic Committee and Kildare Co. Co. Road Safety Unit.</p> <p>Continue to confront and change the behaviour of youths who commit road traffic offences</p> <p>Continue inter-departmental co-operation through bi-lateral and multi-agency operations</p>	<p>Road Safety messages delivered through Bank Holiday Press Releases, National and Local Media Campaigns, Road Safety Stands at key events.</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. No. of Road Traffic referrals dealt with restoratively</p> <p>One bi-lateral agency checkpoint conducted in the Division per week. One multi agency checkpoint conducted in the Division per week.</p>	<p>Each Superintendent</p> <p>Each Inspector</p> <p>Inspector Doyle</p> <p>Each Traffic Sergeant</p> <p>Kildare Division</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
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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>Reduce public disorder and criminal damage</p>	<p>Proactive and innovative response to public disorder including analysis, identification of public order and anti-social behaviour hotspots, and deployment of appropriate resources</p> <p>Use of all available legislation, particularly in relation to underage drinking and illegal drug taking</p> <p>Use of Kildare County Council CCTV Systems, roll out to District Monitoring at Leixlip and Newbridge Garda Stations with the cooperation Kildare County Council JPC Committee.</p>	<p>Public disorder reduced</p> <p>Criminal damage reduced</p>	<p>Each Superintendent</p>	<p>Safer and more peaceful local communities</p>
<p>Improve the feeling of safety in the community</p>	<p>Continued liaison 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>The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour</p> <p>Enhanced community safety through targeted high visibility patrols and better use of all available technology</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>Number of alcohol test purchase operations conducted in each District</p> <p>Strategic Partnerships established with Vintner Associations and Responsible Retail Alcohol in Ireland (RRAI) within the Kildare Division</p> <p>The number of behaviour warnings and good behaviour contracts issued within each District</p> <p>Increased feelings of safety in the community. A Plan for information led high visibility patrolling developed and implemented</p> <p>National Agecard Awareness Campaigns conducted in the Kildare Division using local media</p>	<p>Each Inspector</p> <p>Inspector Glennon</p> <p>Community Policing Units</p> <p>Kildare Division</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>Ensure the protection of vulnerable persons and groups</p> <p>Improved understanding and responsiveness to community needs</p> <p>Recognising and responding to the needs of the victims of crime</p>	<p>The implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes</p> <p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people</p> <p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign</p> <p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p> <p>Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations</p> <p>Continued participation with the Kildare Age Friendly Alliance</p> <p>Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p> <p>Actions necessary to implement draft EU Directive on Victims identified and an implementation plan agreed</p>	<p>Year One of the Garda Youth and Children Strategy implemented</p> <p>Participate in Youth Fora evaluation</p> <p>Final year of the Garda Diversity Strategy implemented</p> <p>Continued implementation of the Garda Older People Strategy</p> <p>Two Supporting Safer Community Campaigns delivered</p> <p>To participate in the development of New Neighbourhood Watch, and Community Alert, guidelines developed within the context of the National Community Policing Model</p> <p>Active participation in all established JPC's, local policing for a and Kildare County Council JPC Open Forum 2012</p> <p>Commitments to Garda Victims Charter monitored</p> <p>Actions for implementation of draft EU Directive on Victims of Crime identified</p>	<p>Each Superintendent</p> <p>Each Inspector</p> <p>Inspector Glennon</p> <p>Inspector Dolan</p> <p>Community Policing Units</p> <p>Kildare Division</p>	<p>Trust and confidence in the Garda service</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Workforce Planning	Continued implementation of the Public Service (Croke Park) Agreement 2010-2014. This includes the continued programme of civilianisation with the aim of maximising the number of Gardaí available for operational duty	Participation in the delivery within the set timeframes of <ul style="list-style-type: none"> a performance management framework for all staff of An Garda Síochána a rostering/attendance system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive. appropriate reporting arrangements between An Garda Síochána & civilian support staff 	Each Superintendent	Highly motivated people
Organisational Reform	Improved procedures for the reporting of sickness absences and injury on duty to facilitate earlier intervention by Occupational Health Service, Employee Assistance Service and HR	Reduced absences Injury on Duty Policy reviewed	Each Inspector Kildare Division	Better service to citizens
Ensure value for money and the innovative use of resources	Delivery of policing within the allocated Garda budget, including the effective use of resources Continued achievement of savings through procurement strategies Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy	Policing service delivered within budget Continued implementation of the Corporate Procurement Plan 2010-2012 in the Kildare Division Year Two of the Garda Environmental Strategy implemented		

<p>Enable smart processes and technologies to support frontline policing delivery</p>	<p>Implementation of identified interventions under the strategic review of the operational effectiveness and resilience under the GRACE programme (Garda Response to a Changing Environment)</p> <p>To use technology to support operational policing</p>	<p>Financial savings and efficiencies achieved through GRACE recommendations</p> <p>Full implementation of reduced opening hours programme</p> <p>Quarterly review of Divisional personnel allocations.</p> <p>Rollout of Voice Over IP technology to replace legacy and obsolete PBX systems</p> <p>Comprehensive ICT Security review completed</p> <p>Replacement of SIVRE equipment</p> <p>Deployment of IT system to support PALF</p> <p>IT system to support Rosters procured</p> <p>ICT cost reductions in line with targets set by GRACE programme implemented</p>	<p>Each Superintendent</p> <p>Each Inspector</p> <p>Kildare Division</p>	<p>More effective use of resources</p>
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