



An Garda Síochána Policing Plan 2012

Louth Division

‘Working with our Communities’



Foreword from Chief Superintendent Patrick D. McGee

I am pleased to introduce the Louth Division Policing Plan 2012. This plan outlines our strategic goals for the third year of the Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice and Law Reform.

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.

These values will guide all of our actions in 2012 and they will continue to serve as our cultural cornerstones during the year.

In policing the Louth Division, An Garda Síochána welcomes the wide ranging public support that we receive. Our aim is to maintain and strengthen the relationships and partnerships already forged with community, business and statutory groups, with a view to delivering the highest level of service to our community as a whole.

We have always enjoyed great support from the people of Louth. The community's continued support becomes evermore important as we face new challenges brought on by the current economic climate. The continued deterioration of the Public Finances has resulted in major adjustments to the Policing Budget and available manpower. In order to achieve the goals and targets as set out in the Louth Division Policing Plan 2012, the strategic deployment and allocation of Garda resources will be closely monitored and reviewed on an ongoing basis. Due to budgetary constraints, it will be necessary to re-deploy and re-allocate resources in accordance with the most up to date crime trends. I thank the community for their support in this regard.

An Garda Síochána is committed to providing a quality service to you, the customer. I invite members of the public to submit your views on any aspect of the Louth Division Policing Plan 2012. You may contact me at my office on telephone number 041-9874211 or by email at Drogheda_dv@garda.ie.

**Patrick D. McGee,
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*

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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
Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management of emerging patterns, trends and thus assist in critical decision making</p> <p>The maintenance of awareness within the Louth Division of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p> <p>Continued interaction with Crime and Security section, other Garda Divisions, and International Security and Police Agencies</p> <p>Continued Interaction and information sharing with the Police Service of Northern Ireland in accordance with the Cross Border Policing Strategy</p>	<p>Divisional and District plans to tackle dissident republican activities drafted, approved and implemented</p> <p>Divisional seminars on the topic of 'Dissident Republican Activities' completed</p> <p>The number of successful interventions in thwarting terrorist grouping operational activity</p> <p>The timely delivery of quality intelligence packages</p>	<p>Each Superintendent</p> <p>Detective Inspector</p>	<p>A secure nation</p>
Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction	<p>Identifying and targeting the links between organised crime gangs and subversive/terrorist groups</p> <p>Working with International Security and Police partners in combating terrorist procurement, financing and operational activities</p>	<p>The implementation and training of personnel in the use of the CHIS Charter System completed</p> <p>Number of Intelligence Reports received. Number of planned and unplanned Operations carried out. Number of Profiles updated</p>		

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<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 number of successful interventions in tackling links between organised groups and terrorist organisations</p>	<p>Each Superintendent</p> <p>Detective Inspector</p>	<p>An active role in enhancing national security</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 National Risk Assessment</p> <p>Implementation of the Major Emergency Management Programme 2012</p>	<p>Risk assessment of major emergency hazards conducted in each designated major emergency region</p> <p>Minimum of two major emergency planning exercises conducted in each designated major emergency region</p>	<p>Each Superintendent</p> <p>Inspector P. Kiernan</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	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	Reduced property crime Increased detections for property crime Reduced crimes against the person	Each Superintendent	Reduced crime and the fear of crime
	Pro-active and analysis led policing of the night time economy	Increased detections for crimes against the person		
	Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services and local level to support investigations	No. of human trafficking offences identified and investigated		
Tackle crimes against the person	Enhancing the capability of managing the risks associated with sex offenders	Support the implementation of National Sex Offender Risk Assessment and Management Pilot Project (SORAM) Reduced assaults	Detective Inspector	
	On-going consultation with agencies supporting victims of sexual abuse and domestic violence	Briefings provided to Divisional Management Team by Community Relations 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		
Divert young people from crime	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 the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts	Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out		

Tackle organised crime	<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>Number of Joint Investigations undertaken with Revenue/Customs</p> <p>Increased knowledge and competence in dealing with e-crime</p>		
Tackle e-crime	<p>Focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders</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>	Each Superintendent	Reduced crime and the fear of crime
Tackle white collar crime in all its forms	<p>Liaise with National Support Services to ensure 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>Liaise with National Support Services who will Work 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>The number of major investigation files requiring assistance from or referral to National Support Services</p> <p>Number of persons identified and referred to CAB who have gained financially from criminal conduct</p>	Detective Inspector	

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.

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Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity	Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations	Continued downward trend in road deaths and serious injuries Targets appropriate to An Garda Síochána, as set out in The Road Safety Strategy 2007-2012, achieved in the following areas: <ul style="list-style-type: none">Increased compliance with speed limitsIncreased compliance with drink driving legislationNumber of Road Traffic Operations	Each Superintendent	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Use of new technologies, such as the Automatic Number Plate Recognition (ANPR) system to deny the use of our roads for criminal activity	Number of successful interceptions using A.N.P.R		
	The roll out of the Criminal Interdiction programme to all Traffic Corps members	Criminal Interdiction programme rolled out to all Traffic Corps members		
	Speed enforcement carried out in speed enforcement zones using speed detection vehicles	Continue to monitor, review and support the activities of Go Safe in speed enforcement areas	Traffic Inspector	
	Deliver a range of prevention programmes	Number of programmes identified to be delivered		
	Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes	Delivery of schools programme to transition year students on a quarterly basis		

<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>Continue to promote key messages on road safety through local media</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, Local Media Campaigns, Road Safety Stands at key event</p> <p>Support the delivery of Restorative Justice and Road Safety Programmes 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 Region per week</p>	<p>Each Superintendent</p> <p>Traffic Inspector</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
Reduce public disorder and criminal damage	<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>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>Public disorder reduced</p> <p>Criminal damage reduced</p> <p>Number of alcohol test purchase operations conducted in each District</p>	Each Superintendent	Safer and more peaceful local communities
Improve the feeling of safety in the community	<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 Age card to reduce the consumption and sale of alcohol to people under 18 years of age</p>	<p>Support and encourage partnerships with Vintner Associations and Responsible Retail Alcohol in Ireland (RRAI)</p> <p>The number of behaviour warnings and good behaviour contracts issued</p> <p>Increased feelings of safety in the community. A Plan for information led high visibility patrolling developed and implemented</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
Continue meaningful engagement with young people	Support the implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes	Year One of the Garda Youth and Children Strategy implemented	Chief Superintendent	Trust and confidence in the Garda service
Ensure the protection of vulnerable persons and groups	Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people	Final year of the Garda Diversity Strategy implemented		
Improved understanding and responsiveness to community needs	Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign	Continued implementation of the Garda Older People Strategy. Consultation with Older People’s Forums via the Louth Age Friendly County Alliance		
	Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert	Two Supporting Safer Community Campaigns delivered		
Recognising and responding to the needs of the victims of crime	Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations	Active participation in all established JPCs and local policing forums	Each Superintendent	
	Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups	Commitments to Garda Victims Charter monitored		
	Continued implementation of a call back strategy for victims of crime	Number of victims of crime visited by Community Policing / Family Liaison Officers		

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	Support the 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	Support 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 	Chief Superintendent	Highly motivated personnel
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		
Ensure value for money and the innovative use of resources	Delivery of policing within the Garda budget, including the effective use of resources	Policing service delivered within budget	Each Superintendent	Better service to citizens
	Continued achievement of savings through procurement strategies	Continued implementation of the Corporate Procurement Plan 2010-2012		
	Assist in Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy	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>Continued use of technology to support operational policing</p> <p>Continued support for the implementation of saving initiatives by ICT</p>	<p>Financial savings and efficiencies achieved through GRACE recommendations</p> <p>Increased use of conference calls</p> <p>Reduction in IT costs</p>	<p>Chief Superintendent</p> <p>Each Superintendent</p>	<p>More effective use of resources</p>
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