

An Garda Síochána



Annual Policing Plan 2013 Kerry Division

Foreword

The Mission Statement of An Garda Síochána is to “Achieve the highest attainable level of Personal Protection, Community Commitment and State Security”.

This Policing Plan is drawn up to ensure that we in An Garda Síochána in the Kerry Division achieve this goal. This Plan is based on the Garda Síochána National Policing Plan 2013 and the Garda Southern Region Policing Plan 2013.

The Policing Plan sets out detailed objectives to provide policing for the people of the Kerry Division throughout 2013. It also reflects our role in the provision of assistance and advice for ethnic, culturally diverse, and minority groups. Of particular note in this Divisional Policing Plan is the special emphasis which is placed on developing a Youth Strategy and greater community engagement by members of An Garda Síochána. The Policing Plan also outlines a particular focus to continue to strive to reduce the number of fatal, serious and minor injury and other road traffic collisions in the Kerry Division during 2013.

We in An Garda Síochána in the Kerry Division 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 the Kerry Division gives a full commitment to policing in the Division. We will continue to meet regularly with local communities to listen to their concerns and address their needs.

This year we will see further station closures and reduction in personnel. Despite the challenges we face in the current climate it is our aim to provide the highest level of policing that we can with the resources available to us.

I invite members of the Community to provide any feedback on how improvements can be made with respect to policing in the Kerry Division and to this end my office can be contacted at An Garda Síochána, Garda Station, Tralee, County Kerry, Telephone 066 7102311.

Pat Sullivan Chief Superintendent
(P. Sullivan)

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 2013

Determined by the Minister for Justice and Equality

Background

The function of An Garda Síochána under Section 7 of An 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) Preventing crime
- (e) Bringing criminals to justice, including by detecting and investigating crime
- (f) 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 Equality 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 2013

The Minister for Justice and Equality has determined the following matters as priorities for An Garda Síochána for 2013, 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 violent crime, organised crime including human trafficking, and white collar crime

Policing Communities

To provide a policing service which meets the needs of local communities, tackles antisocial behaviour and burglary and supports the needs of victims of crime, treats them with dignity and keeps them informed about the progress of cases relevant to them

Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads arising from collisions

Domestic and Sexual Violence

To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs

Efficient use of resources

To maximise efficiencies in resource allocation and deployment of personnel, while maintaining professional policing standards across the Force

Kerry Division Policing Plan 2013 - Goal One: Securing Our Nation

Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Targeted operations against terrorist and extremist groups, including dissident republican	An Garda Síochána will continue to improve its intelligence capabilities. On the basis of this intelligence, An Garda Síochána will target threats from terrorist, extremist and organised crime groups with links to terrorist groups	A threat assessment and analysis of terrorist groups operating in the Kerry Division to be carried out		Inspector Fearghal Pattwell Each District Officer	A Secure State
Targeted operations against organised criminal activity, involving terrorist groups	An Garda Síochána will continue to share relevant intelligence with international partners. Information will also be analysed from partner agencies about threats to Ireland's own security	Proactive intelligence led operations to be put in place	Divisional security maintained through targeted operations		
Continued exchange of information and intelligence with appropriate domestic and international agencies		Garda major emergency District plans implemented and schedule of external emergency plans adhere to			
Enhanced need level of readiness for major emergencies	An Garda Síochána will work with relevant agencies to ensure that, in the event of major emergencies, the organisation has the capability to respond effectively at a national and local level		Garda major emergency plans in place and major emergency exercises conducted in Kerry Division	Inspector Donal Ashe Each District Officer	Active Role in International Security

Kerry Division Policing Plan 2013 – Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Information-led policing operations to combat crime	Successful information led interventions, based on intelligence and analysis, will be used to generate reductions in crime	Proactive intelligence led operations to be put in place		Inspector F. Pattwell Each District Officer	Reduced crime
Continue to target property crime and persistent offenders	Target the most prolific offenders involved in property crime Target property incidents such as robberies and aggravated burglaries that use threats of violence	A threat assessment and analysis of high risk crime types to be carried out Proactive operations to be put in place	Reduced property crime and increased detection rates		
Use all available means to deny criminals the use of our roads for criminal activity	An Garda Síochána will use intelligence and technology to target and disrupt individuals and groups using the roads networks for criminal purposes. This will contribute to the overall reductions in crime and improve road safety	Traffic resources to be fully utilised in the criminal interdiction programme		Inspector Donal Ashe Each District Officer	

Kerry Division Policing Plan 2013 - Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Actively address all forms of Violent Crime	An Garda Síochána will continue to work to reduce violent crime through strong enforcement and prevention strategies	A threat assessment and analysis of violent crime will be conducted	Violent crime reduced and detections increased	Inspector F. Pattwell Each District Officer	Reduce Crime
	An Garda Síochána will strive to ensure that individuals feel confident that they can report sexual offences and/or domestic violence and that the organisation will pursue the investigation of these offences with vigour	Proactive operations to be put in place			
	Two Divisional media events completed with the aim of increasing public awareness of An Garda Síochána's policy relating to the investigation of incidents of sexual abuse, crimes against children or incidents of domestic violence	Ensure Compliance with Garda Policy on Domestic and Sexual Violence	Garda Policy on Domestic and Sexual Violence reviewed	Inspector Fearghal Pattwell Each District Officer	
		Divisional media events are followed up locally	Media campaigns completed	Inspector Donal Ashe Sergeant Jim Foley	
Work with all our partners to help prevent and reduce the threat posed by crime	An Garda Síochána will seek to work effectively with all national and local groups (such as Joint Policing Committees, community and businesses organisations) to prevent and reduce the threat posed by crime	Implement Divisional Community Policing Strategy	Increase feelings of safety in communities	Each District Officer Sergeant Jim Foley	

Kerry Division Policing Plan 2013 - Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Target organised crime, human and drug trafficking networks	The identification and targeting of organised crime groups, whose activities have such a negative impact on communities across the country (for example, trading in drugs, illegal goods, and human trafficking for the purpose of sexual and labour exploitation)	A threat assessment and analysis to be carried out on known organised crime groups operating in the Kerry Division Proactive operations to be put in place	Organised crime groups targeted and disrupted	Inspector F. Pattwell Each District Officer	Reduce Crime
Effective investigation of those who engage in white collar and financial crime	An Garda Síochána will work in conjunction with relevant partner agencies and institutions to identify and investigate groups and individuals involved in white collar/financial crime	Analysis of financial crime incidents to be undertaken. Relevant partner agencies and institutions to be identified and a best practice model developed for investigation	Targeted operations against identified individuals, groups or organisations engaging in white collar / financial crime		

Kerry Division Policing Plan 2013 - Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
<p>Work in partnership with other agencies to successfully enforce our roads policing strategy</p> <p>Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour</p>	<p>Actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013-2020 will be achieved</p> <p>An Garda Síochána will use targeted enforcement, based on intelligence and analysis, as well as education and prevention programmes to reduce serious injuries and fatalities</p> <p>The development, and implementation of a Roads Policing Plan</p>	<p>Government Road Safety Strategy 2013-2020 implemented</p> <p>An Garda Síochána will use targeted enforcement, based on intelligence and analysis to reduce serious injury, accidents and fatalities</p> <p>Educational and prevention programmes implemented</p> <p>Divisional roads policing plan implemented in conjunction with National Roads Operations Plan</p>	<p>Actions appropriate to An Garda Síochána, as set out in the Government Road Safety Strategy 2013 – 2020 achieved</p> <p>Reduced fatalities and serious injuries</p> <p>Increased compliance with Road Traffic legislation</p> <p>Roads Policing Operations Plan implemented</p>	<p>Inspector Donal Ashe</p> <p>Each District Officer</p>	<p align="center">Safer Roads</p>

Kerry Division Policing Plan 2013 - Goal Three: Ensuring Safe Communities

An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Active community engagement to develop appropriate policing strategies that meet the needs and priorities of communities	In order to ensure active community engagement, An Garda Síochána will continue to engage with all community groups and Joint Policing Committees. The existing model of community policing will be adapted to meet local needs	Divisional Community Policing Strategy Implemented	Increased feelings of safety in communities through enhanced visibility and engagement	Each District Officer	Safe Homes
Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement		A quality assurance programme to be put in place with victims of crime with a view to improve the service available to them	Increased levels of confidence and satisfaction in An Garda Síochána amongst victims of crime		
Continue to support victims of crime and improve the services available to them		Divisional Community Policing Strategy to include dedicated youths section	Enhanced engagement with children and young people		
Continue to foster positive relationships with children and young people to promote their personal and community safety	An Garda Síochána will ensure delivery of the Garda Schools programme and use a range of other approaches, from youth groups through to social media, to engage with young people				

Kerry Division Policing Plan 2013 - Goal Three: Ensuring Safe Communities
An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Targeted local crime reduction and prevention initiatives	An Garda Síochána will develop local crime reduction programmes in conjunction with all stakeholders thereby contributing to increased feelings of safety in the community	Local crime fora used to gauge 'feeling of safety levels' in the Division	Increased feelings of safety	Chief Superintendent P. Sullivan Each District Officer	Safe Communities
Working in partnership, we will continue to tackle public disorder and anti social behaviour that will affect a community's quality of life	Working with relevant communities and business groups we will seek to continue reducing public disorder and tackle anti-social behaviour	Each District to carry out a risk assessment and analysis of public disorder and anti-social behaviour in their area Proactive operations to be put in place	Reduced public order incidents		
Provision of a visible and responsive policing service	An Garda Síochána will use new work systems, innovative analysis and technology (such as new command and dispatch centres) in order to ensure that the organisation responds as quickly as possible to emergency calls	Put quality matrix in place in order to assess speed and quality of response to calls from the public	New regional command and dispatch centres operational		

Kerry Division Policing Plan 2013 - Goal Four: Delivering a Professional Service					
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service					
Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources	An Garda Síochána will develop new structures and processes that ensure we can maintain our policing capability with reducing resources	Divisional review of practices and procedures undertaken with a view to developing new structures aimed at sustaining service delivery	New structures and processes piloted with a view to testing their effectiveness in delivering policing	Chief Superintendent P Sullivan	
		Continue to improve the Financial Management Framework		Each District Officer	
		Align budgets with activities		Ms Mary McCarthy-Nolan E.O.	
Restructure the organisation to best meet the challenges of criminal activity and public demands	An Garda Síochána will proactively engage with staff associations and trade unions on all key change and development programmes	Proactively engaging with staff associations and trade union on all key change and development programmes	Regular constructive engagement under the Partnership Framework with staff associations and trade unions	Chief Superintendent P. Sullivan	Best Use of Resources
		Implement programme with a view to maintaining frontline policing. Utilise members – Garda Closures, New Roster act	District and Station rationalisation programme completed	Inspector Fearghal Pattwell Each District officer	
Maintain and develop the knowledge and skills of our people to ensure we are capable of tackling crime and meeting the needs of our communities	An Garda Síochána will identify the development and welfare needs of our people and, where possible, deliver new and innovative approaches to meet these needs	Identify development and training needs of our people in conjunction with the Garda College and Director of Finance. . Review the welfare needs of our people and ensure support systems are in place	Alternative approaches to training (for example, on-line training, pre-learning) developed and implemented	Chief Superintendent P. Sullivan Each District Officer	

Kerry Division Policing Plan 2013 - Goal Four: Delivering a Professional Service					
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service					
Initiative	This will be achieved by	Action	Performance Indicators	Process Owner	Outcome
Continue to enhance our organisation's performance and accountability systems	We will review the outcome of the pilot Performance, Accountability and Learning Framework and commence implementation for all members within the Division	Implement Divisional Performance and Accountability and Learning Framework	National implementation of the Performance and Accountability and Learning Framework commenced	Inspector Donal Ashe Chief Superintendent P Sullivan	Enhanced Service Delivery
	Completion of Garda Professional Standards planned examinations and Garda Internal Audit inspections	Compliant with H.Q. Circulars in relation to Internal Audits	Garda Professional Standards Unit and Garda Internal Audit Section scheduled work plans completed	Each District Officer	
Harness technology and information to generate efficiencies in the delivery of a policing service	The organisation will continue to review and implement technology that can support the work of the organisation in a more efficient manner	Identify local initiatives that would enhance policing responses in conjunction with Information Technology Section	New technology implemented to support the Garda organisation	Chief Superintendent P. Sullivan Each District Officer	
Reduce the organisation's cost base by exploring shared service opportunities across the public service	The organisation will proactively participate in relevant and compatible public sector shared service initiatives in line with government policy	Proactively participate in relevant and compatible public sector shared service initiatives in line with government policy	Active participation in public sector shared service initiatives		

District and Station Rationalisation

Table A - sets out a listing of Four (4) Garda District amalgamations to Three (3) enlarged Garda Districts in Kerry Division.

Table A: Listing of the recommended District amalgamations			
Region	Division	Current Districts	New Enlarged Districts
SR	Kerry	Killarney	Killarney (Caherciveen incorporated into Killarney. Castleisland and Farranfore and part of Castlemaine Sub District apportioned to Tralee District)
		Caherciveen	

Table B - lists two (2) consequential Garda District boundary realignments that will arise upon the implementation of the District amalgamations.

Table B: Listing of the consequential Garda District Boundary Realignments			
Region	Division	New Enlarged District arising from a District Amalgamation	Consequential District Boundary Realignments
SR	Kerry	Tralee (Arising from apportionment of Castleisland, Farranfore and part of Castlemaine Sub District)	Tralee
		Killarney (Arising from the apportionment of the Caherciveen District)	Killarney