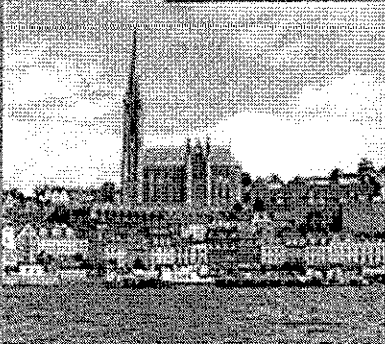
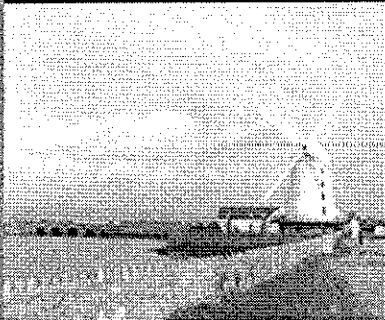


An Garda Síochána

Southern Region



Policing Plan
2008



VISION

***'Excellent people delivering
policing excellence'***

MISSION

***To achieve the highest attainable level of
Personal Protection, Community
Commitment
and State Security***

VALUES

- ☐ Having respect for people and their needs
- ☐ Protecting human rights
- ☐ Being a courteous and caring public service
- ☐ Maintaining partnerships with the community
- ☐ Accepting individual responsibility
- ☐ Ensuring transparent public accountability
- ☐ Providing ethical leadership
- ☐ Practicing disciplined professionalism
- ☐ Being honest and truthful and adhering to the principles of fairness and justice
- ☐ Promoting and accepting diversity in all its forms
- ☐ Continuously learning and embracing change.

FOREWORD



An Garda Síochána's 2008 Annual Policing Plan is a continuation towards the implementation of the Garda Síochána Corporate Strategy 2007-2009. The plan continues with the modernisation and development of the Garda Síochána. It is focused on public safety, public confidence and transparent public accountability, the three key imperatives of the corporate strategy. It includes the priorities for the Garda Síochána as determined by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005. The strategic goals indicate the determination of An Garda Síochána to effectively confront the key policing challenges of State Security, Crime Prevention and Reduction, Road Safety and Public Order.

An Garda Síochána in the Southern Region achieved significant successes in 2007 in terms of reducing crime, making our roads safer and in addressing the quality of life policing issues which are of concern to many individuals, communities and businesses across the Region. My goal for 2008 is to build on our policing successes of last year and to maintain a positive, focused and determined policing momentum with a view to achieving enhanced public safety and positive outcomes in relation to all our policing activities.

As Assistant Commissioner for An Garda Síochána in the Southern Region I will strive to ensure the delivery of a policing service that is efficient, effective and one that delivers value for money. I welcome the addition to the Southern Region of the Garda Reserve and additional civilian support staff, both of which will facilitate, improved Garda visibility on the ground. This year we will be piloting a Regional Support Unit which will improve our capacity and effectiveness in providing a focused and highly trained response to emergency type situations. During 2008 the focus will be maintained on achieving further improvements in road safety and this will be facilitated by increasing the number of dedicated traffic corps members.

In line with national policy, my management team is fully committed to ensuring that An Garda Síochána in the Southern Region is a professional, well-led and well-managed policing service grounded in human rights principles. As a team we will continue to engage effectively with wide ranging stakeholders including statutory bodies, community groups, business organisations and individuals with a view to progressing policing issues and wider initiatives for the benefit of the public that we serve.

A handwritten signature in dark ink, appearing to read 'Ray McAndrew', written over a horizontal line.

Ray McAndrew
Assistant Commissioner of An Garda Síochána
Southern Region

Priorities for the Garda Síochána for 2008
Determined by the Minister for Justice, Equality and
Law Reform under Section 20 of the Garda Síochána Acts 2005 to 2007

Gun crime, organised crime and drugs

1. To target gun crime, organised crime and drug trafficking, particularly through
 - ☐ the use, in particular, of specialist units and targeted operations such as Operation Anvil
 - ☐ profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in these categories of crime
 - ☐ delivery on Garda actions and performances set out in the National Drugs Strategy
 - ☐ the pursuit by the Criminal Assets Bureau of the proceeds of crime, including, through the presence of enhanced liaison arrangements between Garda Divisions and CAB, the assets of those engaged at any level in drug dealing
 - ☐ enhanced activities by the Drugs Units and the Force focusing, in particular, on places throughout the country where the presence of drug dealing and the use of illicit drugs is likely.

Terrorism

2. To continue to combat terrorist activities specifically the threat posed by dissident paramilitary groups and those who would use Ireland as a base for international terrorism.

Road traffic law enforcement

3. To meet the targets to be established in the new Road Safety Strategy – all efforts of An Garda Síochána in this regard to be prioritised on the basis of risk assessments in terms of road safety.
4. To contribute, in conjunction with other authorities responsible, to the easing of road traffic congestion.

Public order

5. To combat, particularly in cooperation with other agencies and the community generally, the problems of public disorder with particular emphasis on alcohol-related behaviour (including underage drinking) and socially disadvantaged communities especially through utilisation of the legal mechanisms being made available viz. ASBOs and behaviour warnings, closure orders, fixed-penalty notices.

Joint policing committees

6. To participate fully in the roll-out of Joint Policing Committees in all local authority areas, allowing greater responsiveness to local policing needs and the forging of local partnerships in addressing issues.

Deployment

7. To increase the proportion of Gardaí on operational duty, including through increased civilian support.
8. To increase the level of high-visibility patrols, including through greater use of marked vehicles, linked to the development during 2008 of a Garda Charter which

will set out targeted response times and levels of service, including frequency of high-visibility patrols.

9. Increased deployment should have particular regard to the policing needs of RAPID areas.

Resources

10. To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.
11. To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

Crime prevention and reduction

12. To expand the juvenile liaison scheme to meet emerging needs in this area.
13. To continue the expansion of the Garda Youth Diversion Projects.
14. To monitor registered sex offenders and cooperate in particular with the PSNI and UK police forces so as to minimise the risk of re-offending thereby contributing to community safety.
15. To build on initiatives to combat homophobic and race crimes.
16. To cooperate with COSC in curbing the problem of domestic violence.
17. To take effective steps to protect vulnerable people living in isolated areas.
18. To target the use of knives for violent attacks.
19. To focus on high-value white-collar crime, particularly that of trading in contraband goods.

Illegal immigration

20. To deploy the necessary resources to tackle effectively illegal immigration.

Human trafficking

21. To deploy the necessary resources, including international cooperation with other agencies, to deal with the issue of human trafficking.

STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY
To maintain national and international security

Regional Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Identify and analyse the threats to national and international security within the Southern Region	<ul style="list-style-type: none"> Each Division will identify, assess, categorise and record threats 100% of identified groups and individuals profiled 	✓	✓	✓	✓	Each Divisional Officer in conjunction with Regional Detective Superintendents	All threats against the State's national and international security
Initiate responses to the identified threats	<ul style="list-style-type: none"> Initiate operations against identified targets. Number of individuals arrested and prosecuted for terrorist/subversive offences 	✓	✓	✓	✓	Each Divisional Officer in conjunction with Regional Detective Superintendents	contained to ensure a secure democracy
Enhance the Garda capability to anticipate and respond proactively to national and international threats	<ul style="list-style-type: none"> Support the development of the National Critical Infrastructure Security Plan Ensure participation in identified and approved international security training programmes Each major emergency plan pertaining to the Southern Region will be reviewed and updated Each Division will ensure that staff are briefed on major emergency plans 	✓	✓	✓	✓	Each Divisional Officer in conjunction with Regional Detective Superintendents	

STRATEGIC GOAL TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Regional Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Implement the National Crime Reduction and Prevention Strategy	<ul style="list-style-type: none"> Commence implementation of National Crime Reduction Strategy when completed 			✓		Each Divisional Officer, Southern Region	Contribute to the National goal of reducing crime by 2%
Enhance the forensic and investigative capability of the Garda Síochána	<ul style="list-style-type: none"> Regional Forensic Seminar conducted Progress the establishment of Crime Scene Investigation Team in each Garda Division 5% increase in the number of detections as a result of forensic examination and identification 			✓	✓	Each Divisional Officer, Southern Region	Contribute to the National goal of reducing the detection rate by 2%
Assist in the investigation of irregularities in the fishing industry in Cork West and Kerry Divisions	<ul style="list-style-type: none"> Number of investigation files submitted to the Law Officers 				✓	Divisional Officers, Cork West and Kerry Division	

guns and immigrants into and within the Southern Region	<ul style="list-style-type: none"> • 5% increase in the number of detections for sale/supply offences of controlled drugs in the Southern Region 	✓	✓	✓	✓		
	<ul style="list-style-type: none"> • Deployment of Regional Garda Dog Unit in intelligence led operations against drug, gun and human trafficking networks 	✓	✓	✓	✓		Contribute to the National goal of reducing crime by 2%
	<ul style="list-style-type: none"> • Relevant sections of the National Drugs Strategy implemented 	✓	✓	✓	✓		
Enhance the Garda Síochána's serious crime investigations capability	<ul style="list-style-type: none"> • The Regional deployment of five senior investigation officers completed • Deploy suite of world-class standard operating procedures for the investigation of serious crime when developed 			✓		Each Divisional Officer, Southern Region	Contribute to the National goal of reducing the detection rate by 2%
Maximise the Garda Síochána's intelligence gathering and management capability to target, prevent and solve crime.	<ul style="list-style-type: none"> • 10% increase in the number of registered intelligence sources • 10% increase in the number of intelligence reports submitted • Four Criminal Intelligence Officer forums convened in the Region 	✓	✓	✓	✓	Each Divisional Officer, Southern Region	

Develop Regional crime analysis capability	<ul style="list-style-type: none"> 100% increase in the number of trained Divisional Criminal Assets Profilers 	✓	✓	✓	✓	Assistant Commissioner, Southern Region	Contribute to the national goal of increasing the detection rate by 2%
	<ul style="list-style-type: none"> Analytical service supporting Southern Region established 			✓			
	<ul style="list-style-type: none"> Contribute to the national goal of reducing high volume crime by 2% 	✓	✓	✓	✓		
	<ul style="list-style-type: none"> Senior investigating officers utilised in the investigation of all high-impact crime 			✓	✓		
Research, develop and implement best practices in relation to the execution of bench and committal warrants	<ul style="list-style-type: none"> Achieve reduction in the number of bench and committal warrants on hand at year end 				✓	Each Divisional Officer, Southern Region	Contribute to the national goal of reducing crime by 2%
Increase the number of Fingerprint and Palm Prints submitted to the Technical Bureau	<ul style="list-style-type: none"> 5% increase in the number of finger prints taken. 	✓	✓	✓	✓	Each Divisional Officer, Southern Region and Regional Detective Superintendents	

Manage the risk posed by sex offenders	<ul style="list-style-type: none"> • Monitor sex offenders to ensure their compliance with the terms of the Sexual Offenders Act 2001 	✓	✓	✓	✓	Each Divisional Officer, Southern Region
	<ul style="list-style-type: none"> • Utilise community Gardai to monitor the movement of sex offenders 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> • Monitor, in conjunction with external police forces, the arrival of high-risk sex offenders into the Southern Region 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> • Seminars for Superintendents and Inspectors to familiarise them with legislative changes held in the Southern Region. 				✓	

STRATEGIC GOAL THREE – TRAFFIC

To significantly reduce the incidence of fatal and serious injuries and improve road safety

Regional Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Targeted enforcement of road traffic and road transport legislation	• 10% increase in detections for driving while intoxicated, speeding and road transport achieved	✓	✓	✓	✓	Each Divisional Officer in conjunction with the Regional Traffic Superintendent	Safer roads in Ireland
	• 5% increase in detections for use of mobile phones while driving	✓	✓	✓	✓		
	• 5% increase in seat belt detection achieved	✓	✓	✓	✓		
	• 5% reduction in fatal and serious injury collisions achieved particularly in relation to pedestrian fatalities.	✓	✓	✓	✓		
Targeted intelligence-led operations against offending young drivers	• Contribute to the national target of achieving a 10% reduction in fatal and serious injury collisions involving drivers in the 17–26 year age group	✓	✓	✓	✓	Each Divisional Officer in conjunction with the Regional Traffic Superintendent	

Ensure the effective policing of major events in the Southern Region in terms of road safety and road traffic management	<ul style="list-style-type: none"> No of traffic management plans and targeted enforcement operations co-ordinated by the Regional Traffic Superintendent covering routes to major events. 	✓	✓	✓	✓	Each Divisional Officer in conjunction with the Regional Traffic Superintendent	Safer roads in Ireland
Increase organisational capability in traffic policing	<ul style="list-style-type: none"> Traffic Corps strength in the Southern Region increased to 200 Compile and distribute a standard operating procedures manual as a reference book. Role specific training provided to all appointed personnel Enhanced visibility and enforcement capability through reviewed rostering and more effective deployment Provide suitable traffic signage to improve Traffic 	✓	✓	✓	✓	Each Divisional Officer in conjunction with the Regional Traffic Superintendent	
		✓	✓	✓	✓		
		✓	✓	✓	✓		
		✓	✓	✓	✓		

	Management and Road Safety to cater for emergencies/diversions							
	<ul style="list-style-type: none"> Vehicles allocated to Traffic Corps in line with planned transport model 	✓	✓	✓	✓			
Utilise automated technology to enhance traffic operations	<ul style="list-style-type: none"> Support review of existing Collision Prone Zones by the Garda National Traffic Bureau Progress the outsourcing of the provision and operation of Safety Cameras 	✓		✓			Each Divisional Officer in conjunction with the Regional Traffic Superintendent	Safer roads in Ireland
Promote road safety	<ul style="list-style-type: none"> No. of road safety awareness presentations 	✓	✓	✓	✓		Each Divisional Officer in conjunction with the Regional Traffic Superintendent	
Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy	<ul style="list-style-type: none"> Number of traffic management initiatives completed in association with other stakeholders 	✓	✓	✓	✓		Each Divisional Officer in conjunction with the Regional Traffic Superintendent	

STRATEGIC GOAL FOUR – PUBLIC ORDER

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities

Regional Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals involved in anti-social behaviour	• 10% increase in the number of targeted Public Order patrols achieved	✓	✓	✓	✓		
	• Deployment of Regional Garda Dog Unit in targeted Public Order patrols	✓	✓	✓	✓		
	• 15% increase in the number of arrests for incidents of public disorder achieved	✓	✓	✓	✓	Each Divisional Officer in the Southern Region	To increase the 'feeling of public safety' by 10%
	• Number of Behaviour Warnings issued under the Criminal Justice Act 2006	✓	✓	✓	✓		
In consultation with community and statutory groups and elected	• Number of Good Behaviour Contracts issued	✓	✓	✓	✓		
	• 100% of locally identified 'hot-spots' targeted through specific operational plans	✓	✓	✓	✓	Each Divisional Officer in the Southern Region	
	• 5% reduction in incidents of public disorder	✓	✓	✓	✓		

Proactively enforce the Liquor Licensing Laws (on-licences & off-licences) with particular emphasis on the sale/supply of alcohol to underage and drunken persons	<ul style="list-style-type: none"> • The number of targeted operations to detect: <ul style="list-style-type: none"> ~ underage drinking ~ sale/supply of alcohol to underage persons ~ sale/supply of alcohol to drunken persons on licensed premises 	✓	✓	✓	✓	Each District Officer in the Southern Region	To increase the 'feeling of public safety' by 10%
Consultation with Local Authorities on the adoption of resolutions concerning times of Special Exemption Orders	<ul style="list-style-type: none"> • Number of consultations held between District Officers and the Local Authorities in advance of the Local Authority adopting a resolution concerning the expiry times for Special Exemption Orders per Section 11, Intoxicating Liquor Act, 2003 	✓	✓	✓	✓	Each Divisional Officer in the Southern Region	
Maximise the use of CCTV technology	<ul style="list-style-type: none"> • Number of CCTV Systems commissioned 	✓	✓	✓	✓	Each Divisional Officer in the Southern Region	
	<ul style="list-style-type: none"> • 10% additional locations for Garda CCTV schemes identified 	✓	✓	✓	✓		

<p>Conduct an analysis of the findings of the Public Attitudes Survey 2007 with a view to developing initiatives to address 'feeling of safety' issues</p>	<ul style="list-style-type: none"> • Introduce initiatives to address 'feelings of safety' issues 	<p>✓</p> <p>Each Divisional Officer in the Southern Region</p>
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STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

To provide equal protection and appropriate service, while nurturing mutual respect and trust

Regional Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Implement the Garda Diversity Strategy when developed	<ul style="list-style-type: none"> Garda Diversity Strategy implemented 	✓				Each Divisional Officer in the Southern Region	
Ensure that An Garda Síochána is an organisation representative of the community it serves	<ul style="list-style-type: none"> Pro-actively support and encourage members of the ethnic and culturally diverse communities to join An Garda Síochána as sworn officers and support staff with a view to achieving the national target of 5%. 	✓	✓	✓	✓	Each Divisional Officer in the Southern Region	Public confidence increased by 2%
Assist in the development of effective policing approaches for the minority and marginalised groups and communities	<ul style="list-style-type: none"> Deploy best practice guidelines for delivery of a policing service to minorities. 	✓					
Enhance An Garda Síochána ethnic and cultural services in the Southern Region	<ul style="list-style-type: none"> 100% of Community Gardaí in the Southern Region trained as Ethnic Liaison Officers 	✓	✓	✓	✓	Each Divisional Officer in the Southern Region	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people of Ireland

Regional Actions	Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Implement An Garda Síochána National Model of Rural and Urban Community Policing in the Southern Region when developed	• Implementation of the National Model of Rural and Urban Community Policing completed	✓	✓	✓	✓	Each Divisional Officer, Southern Region	A Garda service that reflects the needs and priorities of the people of Ireland
Implement policy relating to Neighbourhood Watch / Community Alert schemes in the Southern Region	• Establish in each Garda Division in the Southern Region a Neighbourhood Watch / Community Alert committee	✓	✓	✓	✓	Each Divisional Officer, Southern Region	
	• Establish in each Garda District in the Southern Region a Neighbourhood Watch / Community Alert Committee	✓	✓	✓	✓		
	• Review all existing Neighbourhood Watch / Community Alert schemes in the Southern Region	✓	✓	✓	✓		
	• All issues identified in reviews to be addressed in Divisional and District policing plans	✓	✓	✓	✓		

Implement the Garda Youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	<ul style="list-style-type: none"> One additional Juvenile Liaison Officer appointed in the Southern Region Engage with Assistant Commissioner, Strategy in the identification of suitable locations in the Southern Region for the further development of Garda Youth Diversion Projects in consultation with the Irish Youth Justice Service 	✓	✓	✓	✓	Each Divisional Officer, Southern Region	A Garda service that reflects the needs and priorities of the people of Ireland
Build and utilise Garda capability in the provision of victim-related services	<ul style="list-style-type: none"> Every victim of crime to be notified in writing of the contact details of investigating Gardai and, where appropriate, the availability of Victim Support services The appointment of two trained Family Liaison Officers (FLO) in every Garda District in the Southern Region Assign a trained FLO in investigations involving a fatality and in all other investigations deemed appropriate by the District Officer 	✓	✓	✓	✓	Each Divisional Officer, Southern Region	
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> Appoint Chief Superintendents/Superintendents to all Joint Policing Committees (JPCs) as appropriate All Divisional and District Policing Plans to include recommendations from JPCs as appropriate 	✓	✓	✓	✓	Each Divisional Officer, Southern Region	
		✓	✓	✓	✓		

Engage fully with relevant stakeholders in the regeneration projects currently underway in Limerick city	<ul style="list-style-type: none"> • Divisional Officer, Limerick to engage with, support and drive the Regeneration Process 	✓	✓	✓	✓	Divisional Officer, Limerick	A Garda service that reflects the needs and priorities of the people of Ireland
Implement the Garda High-Visibility Project	<ul style="list-style-type: none"> • 10% increase achieved in visibility as measured by the Public Attitudes Survey 2008 • Four high-visibility foot patrols completed per month by senior Garda management • 10% increase in the number of high-visibility patrols in RAPID areas • High visibility patrols by the Regional Garda Dog Unit • Increased allocation of mountain bikes to address public disorder and quality of life issues in local communities • Review completed and recommendations submitted for consideration at national level 	✓	✓	✓	✓	Each Divisional Officer, Southern Region	
		✓	✓	✓	✓	Assistant Commissioner, Southern Region	
		✓	✓	✓	✓	Divisional Officer, Cork West Division	
Conduct a review of the suitability of current opening hours of Garda Stations in rural community policing areas in the Southern Region		✓					

