



# An Garda Síochána Southern Region



## Policing Plan 2009





## FOREWORD

The Policing Plan for the Garda Southern Region reflects the actions required to achieve the intended outcomes of the six strategic goals of the Garda Síochána Corporate Strategy 2007 – 2009, and includes the priorities for An Garda Síochána as determined by the Minister for Justice Equality and Law Reform under Section 20 of the Garda Síochána Act 2005. The delivery of the Garda service in the Southern Region will be guided by the key imperatives of public safety, public confidence and public accountability. The plan sets out our vision and priorities as well as specific actions and performance measures to be achieved in a manner which reflects human rights principles.

One of the main priorities this year is to continue to work closely with our partners to reduce crime and disorder by identifying the issues which drive crime and improve intelligence, particularly in relation to serious violent crime and disorder linked to alcohol and drug misuse.

We will work with the local authorities and community safety partners to create safer neighbourhoods and reduce the incidence and perception of anti-social behaviour. Building stronger and safer communities contributes greatly to improving the quality of life for the people we serve and in striving to deliver on this commitment we will put community policing at the core of our operations.

I am proud of the highly professional way in which the Gardaí and civilian support staff of the Southern Region carry out their work which can often be difficult and sometimes dangerous.

Success was achieved in 2008 in the fight against crime, protecting the community and making our roads safer, issues which are of concern to many individuals, communities and businesses across the Region. This year will undoubtedly present new challenges as we strive to maintain our momentum across the priority areas. This plan will assist and provide the basis for monitoring and managing performance at a strategic level, and facilitate the delivery of a policing service that is efficient, effective and provides value for money.

I thank all our partners for their co-operation and commitment and the people for their continued support.

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( K.G. LUDLOW )  
ASSISTANT COMMISSIONER  
SOUTHERN REGION

## **VISION**

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‘Excellent people delivering  
policing excellence’

## **MISSION**

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

## **VALUES**

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Having respect for people and accepting  
diversity in all its forms

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Protecting human rights and adhering to the  
principles of fairness and Justice

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Maintaining partnerships with the community

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Individual responsibility and transparent public accountability

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Honesty, professionalism and ethical leadership

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Continuously learning and embracing change.



## **PRIORITIES FOR AN GARDA SÍOCHÁNA FOR 2009**

Determined by the Minister for Justice, Equality and Law Reform

### **Background**

The function of An Garda Síochána under section 7 of the Garda Síochána Act is as follows:

- preserving peace and public order
- protecting life and property
- vindicating the human rights of each individual
- protecting the property of the State
- preventing crime
- bringing criminal to justice, including by detecting and investigating crime
- regulating and controlling road traffic and improving road safety

and carrying out other such 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, Equality and Law reform and to the Garda Strategy Statement – currently the Garda Síochána Corporate Strategy 2007 – 2009. 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 road safety, drugs, youth justice, victims of crime and the proposed strategy on domestic and sexual violence.

### **Priorities for 2009**

The Minister has determined the following matters as special priorities for An Garda Síochána for 2009 in accordance with Section 20 of the Garda Síochána Act 2005.

#### **National and International Security**

To protect the security of the state and the people against domestic and international terrorism.

#### **Crime**

To target serious crime, in particular organised, gun and drug related crime.

#### **Traffic**

To improve road safety by taking appropriate measures to reduce the number of deaths and serious injuries on the roads.

#### **Public Order**

To preserve peace and public order in co-operation with local communities, in particular by targeting disorder arising from binge drinking.

#### **Customer Service**

To complete and implement a Garda charter which will improve Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

#### **Illegal immigration and Human Trafficking**

To protect national sovereignty, the frontiers of the State and the integrity of the State's immigration systems and to prevent and target human trafficking and people smuggling through the effective enforcement of national and international immigration law.



## STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

*To maintain national and international security*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Monitor the national and international environments to identify and analyse potential and emerging security threats	Continued development of the organisation's intelligence gathering capability  Identification and analysis of potential and emerging security threats	No terrorist attacks occurring within the Region  Identified groups and individuals profiled	Each Divisional Officer and Regional Detective Superintendents	<b>A Safe and Secure State</b>
Take positive action to prevent or contain identified threats	Monitoring and targeting of identified security threats by proactive intelligence-led operations	Intelligence and information shared with national and international counterparts as appropriate  Number of operations targeted at terrorist and subversive groups	Each Divisional Officer and Regional Detective Superintendents	
Enhance our capability to manage and respond to major emergencies	Continued implementation and development of the Major Emergency Management Framework	Chairing the Regional Steering Group and Regional Working Group for Major Emergency Management Ireland South  Major Emergency Management programme fully implemented in collaboration with other principal response agencies	Each Divisional Officer	<b>A Positive Contribution to National and International Security</b>



## STRATEGIC GOAL TWO – CRIME

*To significantly reduce the incidence of crime and criminal behaviour*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Increase targeting of organised and serious crime networks including human trafficking networks	Confronting organised crime, drug trafficking, gangland crime and related killings by the greater use of intelligence, legislation and the co-ordination of targeted operations	Detection rates for illegal firearms increased  Incidents of discharge of firearms reduced  Incidents where drugs are discovered for sale or supply increased	Each Divisional Officer and Regional Detective Superintendent	<b>Serious and Organised Crime Undermined Within the Region</b>
Enhance our preventative and investigative capability through our criminal intelligence system	Improving the contribution to the criminal intelligence system by all operational members	The number of criminal intelligence reports submitted increased	Each Divisional Officer and Regional Detective Superintendent	
Increase targeting of heroin networks	Continuing of the development of the regional initiative targeting the sale /supply and use of heroin	Incidents of heroin seizures increased	Each Divisional Officer and Regional Detective Superintendent	
Target property crime, including intellectual property and counterfeiting	Contributing to the development of a multi-agency prolific offender strategy and implementation of a Crime Prevention Strategy  Targeting crimes of Burglary, Theft (Other), Theft from Shop, Theft from Vehicles, Criminal Damage and Arson	Property Crime Reduced  Detection rates for property crime increased	Each Divisional Officer and Regional Detective Superintendent	<b>Reductions in Property Crime and Increased Detections</b>
Proactively target the execution of bench, committal and penal warrants	Implementing a monthly warrant monitoring system	Increased execution rate for all categories of warrants	Each Divisional Officer	



Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Increase the ability of An Garda Síochána to detect crime utilising forensic and other technological developments</p>	<p>The continued development of our forensic and technological analysis capability in areas such as mobile phones, CCTV, computer and multi media devices and the increased use of the Automated Fingerprint Identification System (AFIS)</p>	<p>Detection rates for assaults increased</p> <p>Number of fingerprints and palm prints submitted to the Technical Bureau increased</p> <p>Number of identifications from fingerprint/palm prints increased</p>	<p>Each Divisional Officer and Regional Detective Superintendent</p>	<p><b>An Garda Síochána's Ability to Detect Offenders Increased</b></p>
<p>Manage the risk associated with sex offenders and ensure their compliance with the terms of the Sexual Offenders Act, 2001</p>	<p>Enhancing the monitoring of sex offenders by implementing a structured programme to manage the risk they pose to society</p>	<p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Each sex offender assigned to a monitoring Garda</p>	<p>Each Divisional Officer</p>	<p><b>Risk Posed by Sex Offenders subject to the Provisions of Legislation Reduced</b></p>
<p>Ensure effective intervention in domestic violence incidents and crimes of a sexual nature</p>	<p>Improving public confidence in the capacity of An Garda Síochána to intervene effectively in domestic violence incidents and crimes of a sexual nature</p>	<p>Detection rate for sexual offences increased</p> <p>The number of arrests for domestic violence related incidents increased</p> <p>Audit 100% of domestic violence incidents on PULSE</p>	<p>Each Divisional Officer</p>	<p><b>Increased Confidence in An Garda Síochána's Ability to Investigate Crimes involving Domestic Violence and those of a Sexual Nature</b></p>



## STRATEGIC GOAL THREE – TRAFFIC

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Targeted enforcement of both Road Traffic and Road Transport Legislation	Increasing compliance with Road Traffic Legislation through greater visibility and enforcement	The number of fatal and serious injury road collisions reduced	Each Divisional Officer and Regional Traffic Superintendent	<p><b>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</b></p> <p><b>Significant Contribution to the free flow of Traffic</b></p>
Promote road safety awareness	Strategic deployment of MAT (Mandatory Alcohol Testing) checkpoints utilizing intelligence led targeted actions against drink and drug drivers	Number of detections for drink and drug driving increased  Number of MAT checkpoints and persons breathalysed increased	Each Divisional Officer and Regional Traffic Superintendent	
	Full utilisation of speed detection equipment at targeted and strategic locations	Achieve target levels of compliance in accordance with the Road Safety Strategy 2007-2012		
	Rollout of ANPR (Automated Number Plate Recognition) systems	ANPR plan developed and implemented		
	Interaction with other enforcement agencies targeting the enforcement of laws in relation to road transport	Increase the number of multi-agency checkpoints and the number of road transport detections		
	Developing a strategic plan to focus on young drivers involved in anti-social type behaviour using vehicles	Strategic plan focused on young drivers developed and implemented		
		Number of vehicles seized under Section 41 of the Road Traffic Act (RTA) increased  Number of vehicles processed under Section 20 of the RTA increased		





Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Promote road safety awareness</p> <p>Further develop organisational capability in road policing</p>	<p>Continuing to improve public awareness</p> <p>Progressing the outsourcing of safety cameras.</p> <p>Contributing to the development and implementation of a National Roads Policing Strategy for An Garda Síochána.</p> <p>Increasing the awareness of criminal activity through regular briefings and the utilisation of technology to deny criminals the use of the roads</p> <p>Improving traffic management through facilitating the movement of traffic at peak times and reducing the incident of obstruction by interacting with other stakeholders</p>	<p>Number of Garda Road Safety presentations increased</p> <p>Develop and implement a safety camera programme</p> <p>National Roads Policing Strategy implemented</p> <p>Practice and Procedure manual reviewed and updated</p> <p>The number of high visibility patrols in areas identified by Regional Analysts and Divisional Criminal Intelligence Officers increased</p> <p>The number of criminal intelligence reports submitted from traffic corps personnel increased</p> <p>Number of traffic management initiatives with other stakeholders</p>	<p>Each Divisional Officer and the Regional Traffic Superintendent</p>	<p><b>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</b></p> <p><b>Significant Contribution To The Free Flow of Traffic</b></p>



## STRATEGIC GOAL FOUR – PUBLIC ORDER

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
To manage public disorder and anti-social behaviour, in particular those problems associated with the night time economy	Engaging effectively with community, business and statutory groups in conjunction with the analysis of available data in identifying and targeting local public order and anti-social behaviour hot-spots	Incidents of public disorder reduced	Each Divisional Officer	<b>Safer Communities and Public Places</b>
Maintain and enhance organisational capability to effectively address incidents of public disorder	Developing operational plans to target public order and anti-social behaviour hotspots including policing of major events	The number of Behaviour Warnings and Good Behaviour Contracts issued under the Criminal Justice Act 2006 increased	Each Divisional Officer	
	Developing partnerships with the licensed trade and other relevant stakeholders to create local strategic alliances to effectively manage the night time economy, thereby reducing alcohol and drug related public disorder	Incidents of criminal damage reduced	Each Divisional Officer	



Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
	Effectively utilising the provisions of the law, in particular the Intoxicating Liquor Act 2008, to challenge and control anti-social behaviour, public disorder and underage drinking through targeted operations	Incidents of assault reduced Number of inspections of licensed premises Awareness campaign directed at the carrying of knives implemented	Each Divisional Officer	<b>Safer Communities and Public Places</b>



## STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Implement Garda Diversity Strategy	The implementation and evaluation of Garda Diversity Strategy	Garda Diversity Strategy implemented and evaluated	Each Divisional Officer	<b>A Garda Service that Reflects and Serves our Diverse Communities</b>
Increase the capability and effectiveness of An Garda Síochána in creating an organisation representative of the community it serves	Targeted and innovative recruitment campaigns to support and encourage members of the ethnic and culturally diverse communities to join An Garda Síochána	Percentage of new entrants from minority communities to An Garda Síochána (fulltime and Reserve Gardaí) increased	Each Divisional Officer	
Engage with ethnic and culturally diverse communities	Proactively developing methods of engaging with ethnic and culturally diverse communities to ensure access to services and information	Enhanced data on racist incidents with a view to increased detections  Maintain the number of trained Ethnic Liaison Officers	Each Divisional Officer	
	Improved recording of racist incidents	Increase the number of targeted initiatives arranged in collaboration with members of ethnic and culturally diverse communities		

## STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
A National focus on Community Policing	Implementing and evaluating the Garda Síochána National Model of Community Policing in selected Garda Districts within the Southern Region	National Model of Community Policing implemented and evaluated	Each Divisional Officer	
Implement Garda Youth Strategy	Working in collaboration with our strategic partners under the umbrella of the National Youth Justice Strategy 2008-2010	Targets appropriate to An Garda Síochána, as set out in the National Youth Justice Strategy, achieved	Each Divisional Officer	<b>A Garda Service that is Partnership Based and Community Oriented</b>
Enhance our service to the community through the implementation of a Garda Charter	Contribute to completing the development of a Garda Charter	Garda Charter completed and pilot commenced	Each Divisional Officer	
Engage with older people	Developing effective and innovative policing approaches to enhance our engagement with older people in our communities  Identifying support groups for the elderly operating in each Division to facilitate networking and partnership development	Satisfaction levels of older people with Garda service established through joint survey with relevant partner agencies	Each Divisional Officer	<b>Improved Communication with, and Service to, Victims of Crime</b>



Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Engagement with all members of the community	<p>Engaging with Joint Policing Committees, interest groups, statutory and voluntary agencies to ensure safe and secure communities</p> <p>Engaging fully with relevant stakeholders in the regenerating projects in Limerick City</p>	<p>Issues arising from Joint Policing Committee's assessed and actioned as appropriate.</p> <p>Two Family Liaison Officers appointed in every Garda District</p> <p>Issues arising from regeneration projects assessed and actioned as appropriate</p>	Each Divisional Officer	
Enhance An Garda Síochána's victim related services	<p>Working towards improving delivery of Victims Charter commitments in consultation with the Victims of Crime Office and the Commission for the Support of Victims of Crime</p> <p>Establishing liaison with victim support groups</p>	<p>Satisfaction levels of victims of crime with Garda service established through joint survey with relevant partner agencies</p> <p>Letters to victims issued in all appropriate cases</p> <p>Liaison Inspector appointed in each Division.</p>	Each Divisional Officer	<b>Improved Communication with, and Service to, Victims of Crime</b>