



**EASTERN REGION**

**AN  
GARDA  
SÍOCHÁNA  
POLICING PLAN**

**WORKING WITH OUR COMMUNITIES**



## **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 communities*

## FOREWORD



The Eastern Region Policing Plan 2010 outlines our strategic priorities for the first year of An Garda Síochána's Strategy Statement 2010-2012 and sets out the priorities of the Garda Commissioner's Policing Plan 2010.

There is a renewed focus on the values of the organisation. The values at the core of the Strategy Statement are as follows:

- **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

An Garda Síochána in the Eastern Region will work closely with local communities, will deliver a policing service, and will contribute to public safety, public confidence and transparent public accountability. Our focus will include the priority areas of State Security, Crime Prevention and Reduction, Community Policing, Road Safety, Human Trafficking and Customer Service.

As in previous years, the overall aim of this Regional Plan is to improve the quality of service we provide for all the people in this Region. In building on the good relationship we have with our community, we will continue to maintain and strengthen the partnerships already forged with statutory, community and business groups for the benefit of our community.

I remain committed to providing an accountable and quality policing service within the Eastern Region where the community can expect to receive a helpful, respectful, courteous and a professional service.



Dermot Jennings  
Assistant Commissioner

# **Priorities for An Garda Síochána for 2010**

*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 2005 is to provide policing and security services for the State with the objective of:-

- preserving peace and public order
- protecting life and property
- vindicating the human rights of each individual
- protecting the security of the State
- preventing crime
- bringing criminals to justice, including by detecting and investigating crime
- 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 Assistant Commissioner is required to have regard to the priorities of the Garda Commissioner, the Minister for Justice, Equality & Law Reform and to the Garda Strategy Statement – currently An Garda Síochána's Strategy Statement 2010-2012. The Assistant 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, youth justice, victims of crime, road safety, and on domestic and sexual violence.

## **Priorities for 2010**

### **Security**

To protect the State and the people against terrorism in all its forms.

### **Crime**

To combat serious crime, in particular organised crime.

### **Policing Communities**

To achieve the maximum levels of safety for local communities.

### **Customer Service**

To complete and implement a Garda Charter which will improve the 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.

### **Roads Policing**

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

### **Human Trafficking**

To prevent and detect human trafficking and to protect victims.

## 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 Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Identify and analyse any threat to national and international security and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to national and international security	No terrorist attacks occurring within the State  Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity	Assistant Commissioner Crime & Security	<p><b>A secure nation</b></p> <p><b>An active role in enhancing international security</b></p>
Enhance our capability to respond to national and international security threats	Continued interaction, and information exchanges, with International Security and Police Agencies	Enhanced intelligence gathering	Assistant Commissioner National Support Services	
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity	Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs	Assistant Commissioner Eastern Region	
Maintain and develop An Garda Síochána's Major Emergency Plans/Capabilities	Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities	Continue to carry out risk assessments for National Major Emergency plans	Each Divisional Officer	

## Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p><b>Tackle organised crime by:</b></p> <p>Identifying, profiling and targeting organised crime gangs</p> <p>Targeting drug trafficking and low level street dealing</p> <p>Identifying and targeting assets which are the proceeds of crime</p> <p>Targeting human trafficking networks</p>	<p>Intelligence led operations against groups and individuals</p> <p>Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources</p> <p>Working in partnership with international law enforcement agencies to identify and target human trafficking networks</p> <p>Effective use of available resources</p>	<p>Focused, intelligence led operations against organised crime networks that pose the greatest threat</p>	<p>Assistant Commissioner Crime &amp; Security</p> <p>Assistant Commissioner National Support Services</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	<p><b>Reduced crime and reduced fear of crime</b></p>
<p><b>Target high volume property crime and crimes against the person, including:</b></p> <p>Crimes involving prohibited weapons</p> <p>Domestic violence incidents</p> <p>Crimes of a sexual nature</p>	<p>Increased crime prevention and reduction activities</p> <p>Active engagement with the community to deal with the threat posed by crime</p> <p>Working in partnership with relevant stakeholders and providing investigative support where appropriate</p> <p>Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes</p>	<p>Property crime reduced</p> <p>Increased detections for property related crime</p> <p>Crimes against the person reduced</p> <p>Increased detections for crimes against the person</p>	<p>Assistant Commissioner National Support Services</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	
<p>Enhance organisational capability in managing the risks associated with sex offenders</p> <p>Support the Forensic Science Laboratory in the development of the DNA database</p> <p>Deliver appropriate training in the management and investigation of crime</p>	<p>Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</p> <p>Ensure effective structures and processes are in place to progress its development</p> <p>Progress the development and delivery of appropriate training programmes by the Crime Training Faculty</p>	<p>All persons subject to the provisions of the Sex Offenders Act 2001 risk assessed</p> <p>Structures developed in consultation with Forensic Science Laboratory</p> <p>Crime management and investigative capability enhanced</p>	<p>Assistant Commissioner National Support Services</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	

## 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 this Strategy. We will develop and implement initiatives which deny the use of our roads for criminal activity.

Key Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Intelligence led enforcement of Road Traffic and Road Transport Legislation	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <p>Determining the incidence of breaches of Road Transport legislation using available data</p> <p>Full utilisation of detection equipment and enabling technology</p> <p>Deployment of safety cameras at collision prone zones</p>	<p>Deaths and serious injuries reduced</p> <p>Deployment of safety cameras at collision prone zones completed</p>		
Develop a cohesive approach to road safety campaigns	<p>Availing of all opportunities to highlight the importance of safe road use through:</p> <p>Targeted media campaigns during high risk periods and at major events</p> <p>The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges</p> <p>Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations</p>	<p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007 – 2012 achieved in the following areas:</p> <p>Increased compliance with speed limits</p> <p>Increased compliance with drink driving legislation</p> <p>Increased seatbelt wearing</p>	<p>Assistant Commissioner Traffic</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	<b>Safer roads and improved road user behaviour, leading to a reduction in deaths and serious injuries</b>
Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity	<p>Denying the use of our roads for criminal activity by:</p> <p>Conducting intelligence led checkpoints and patrols</p> <p>The continued development of the Automated Number Plate Recognition System</p> <p>Increasing levels and quantity of intelligence</p> <p>Provision of appropriate resources and training to ensure effective roads policing</p>	Roads Policing manual completed		

## 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 Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Reduce public disorder, assaults and criminal damage	<p>Identifying and proactively targeting local 'hot spots'</p> <p>A faster response to reports of public disorder and anti-social behaviour</p> <p>Adopting a low tolerance stance to alcohol and drug related anti social behaviour and youth crime</p> <p>The introduction of a youth crime case management system</p> <p>An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders)</p>	<p>Public disorder reduced</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Youth crime case management system introduced in all Garda divisions</p>	<p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	<p><b>Safer and more peaceful local communities</b></p>
Improved understanding and responsiveness to community needs	<p>Consultation with relevant stakeholders on key issues and problems</p> <p>Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour</p>	<p>The 'Feelings of Safety' in communities increased</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 Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Work with and support all sections of our community	Delivery of the National Model of Community Policing	National Model of Community Policing delivered	Assistant Commissioner Strategy, Training & Professional Standards	<b>Trust and confidence in the Garda service</b>
	Implementation of Garda Diversity Strategy	Garda Diversity Strategy implemented	Assistant Commissioner HRM	
	Implementation of the Strategy for Older People	Strategy for Older People implemented	Assistant Commissioner Eastern Region	
	Implementation of the Garda Youth and Children Strategy	The Garda Youth and Children Strategy implemented	Each Divisional Officer	
Develop a Garda Charter		Garda Charter developed and implementation commenced	Assistant Commissioner Strategy, Training & Professional Standards	<b>Trust and confidence in the Garda service</b>
A partnership approach to solving community problems	Playing an active role in the operation of Joint Policing Committees and working in partnership with community groups	Participation in all established Joint Policing Committees	Assistant Commissioner Eastern Region	
			Each Divisional Officer	
Engaging with and supporting the victims of crime	Assessing and reviewing the 'letters to crime victims' process	Recommendations of the review of 'letters to crime victims' implemented	Assistant Commissioner Strategy, Training & Professional Standards	<b>Trust and confidence in the Garda service</b>
	Review victim support mechanisms	Policy developed and implementation commenced to enhance victim support mechanisms	Assistant Commissioner Eastern Region	
	Launch, and commence implementation of, the Garda Charter for Crime Victims	Garda Charter for Crime Victims launched and implementation commenced	Each Divisional Officer	

## 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 Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
The continued development of an excellent organisation	<p>Implementation of the Lessons Learned Framework</p> <p>Completing a review of the Garda Employee Assistance Programme</p> <p>Developing an integrated partnership, involving all Garda employees</p> <p>Developing and implementing an organisation wide integrated competency framework to support the development of role profiles for all Garda employees</p> <p>Targeted training initiatives introduced to improve organisational competence</p> <p>Development of a strategy to support the organisation's core values</p>	<p>The number of Lessons Learned approved for adoption</p> <p>A new Occupational Health model in place and functioning</p> <p>A suitable 'fit for purpose' devolved partnership model established</p> <p>Enhanced HR capability across the Garda organisation</p> <p>Targeted training delivered</p> <p>Strategy developed and implementation commenced</p>	<p>Assistant Commissioner Strategy, Training &amp; Professional Standards</p> <p>Assistant Commissioner HRM</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	<p><b>Highly motivated people</b></p> <p><b>Better service to citizens</b></p>
Enable smart processes and technologies to support frontline policing delivery	<p>Technical support for frontline staff including the continued planned rollout of National Digital Radio Project</p> <p>Continued development of e-working systems and solutions</p> <p>Implementation of mobile working solutions</p>	<p>National Digital Radio Project progressed as scheduled</p> <p>Increased e-working processes</p> <p>Mobile solutions in place</p>	<p>Executive Director ICT</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	<p><b>More effective use of resources</b></p>
Ensure value for money in the management of resources	<p>Development and implementation of:</p> <ul style="list-style-type: none"> <li>• A HR Strategy</li> <li>• An ICT Strategy</li> <li>• Operational Transport Strategy;</li> </ul> <p>in support of the Strategy Statement 2010-2012</p> <p>Alignment of the 2010 Garda budget with the Annual policing plan</p> <p>Developing and implementing a new process for recording and reporting absence management across the Garda organisation</p> <p>Enhancing the reporting structures at all levels in An Garda Síochána</p>	<p>Strategic plans developed and implementation commenced</p> <p>Policing priorities financed within the voted budget</p> <p>Absence recording process implemented</p> <p>A streamlined organisational reporting structure implemented across the Garda organisation</p>	<p>Assistant Commissioner HRM</p> <p>Executive Director ICT</p> <p>Executive Director of Finance &amp; Services</p> <p>Assistant Commissioner Eastern Region</p> <p>Each Divisional Officer</p>	

### An Excellent Organisation - *continued*

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 Action	This will be achieved by	Performance Indicators	Process Owner	Outcome
Improve the data quality of information collected by An Garda Síochána in order to support its key operations	Strengthening practices and processes around data/information collection, recording and dissemination	Improved quality of data	Assistant Commissioner Crime & Security  Assistant Commissioner Eastern Region  Each Divisional Officer	<b>Highly motivated people</b>  <b>Better service to citizens</b>  <b>More effective use of resources</b>