



**An Garda Síochána  
South Eastern Region  
Policing Plan 2010**

*'Working with our Communities'*

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## Foreword

I am pleased to present the 2010 Annual Policing Plan for the South Eastern Region of An Garda Síochána. The Regional Headquarters is located in Kilkenny and the Region comprises of the Divisions of Kilkenny/Carlow, Waterford, Tipperary and Wexford. The Divisions are now aligned with the Local Authorities county boundaries which further facilitates and enhances active collaboration with other public agencies and authorities.

The Regional plan reflects the actions required to achieve the expected outcomes of the six strategic objectives for the first year of An Garda Síochána's Strategy Statement 2010 – 2012. It also includes the priorities determined for An Garda Síochána 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 South Eastern Region will be guided by the key imperatives of public safety, public confidence and transparent public accountability. The plan builds on our success and learning in 2009 and sets out specific actions and performance measures to be achieved in a manner which reflects the human rights principles of legality, necessity, proportionality, non-discrimination and accountability. This approach will be guided by our four core values of Honesty, Accountability, Respect and Professionalism.

The priorities and concerns of our communities are at the core of the plan, which gives practical effect to our new Mission Statement –

### ***'Working with Communities to Protect and Serve'***

Our key focus is to improve the quality of life of our communities through working collaboratively with, supporting and strengthening the partnerships and networks already forged including engaging fully with the Joint Policing Committees.

We will proactively target and provide an effective response to the challenges of crime, anti-social behaviour and road safety. We will continue our strategy to deliver on work largely unseen by the community which tackles, disrupts and prosecutes those involved in serious organised crime including drugs and terrorism.

These approaches and strategies will be informed by a focus on intelligence led operations, high visibility patrolling and a commitment to utilise resources to deliver the best possible outcomes.

I witness on a daily basis the commitment and dedication of the staff of An Garda Síochána in the South Eastern Region in delivering a quality policing service in a diverse and demanding environment. As we implement this plan, our staff remain committed to working wholeheartedly with you for the overall benefit of the community.

We thank you for your ongoing support and co-operation. We welcome your feedback and constructive suggestions. These will further enhance our capability to provide a continuously improving policing service that is aligned to community needs and expectations.

A handwritten signature in black ink, appearing to read 'K.G. Ludlow', written over a horizontal line.

( K.G. LUDLOW )  
ASSISTANT COMMISSIONER

**January 2010**

## ***VISION***

*`Excellent people delivering  
policing excellence`*

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## ***MISSION***

*Working with Communities to Protect  
and Serve*

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## ***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

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

### **Determined by the Minister for Justice, Equality and Law Reform**

#### **Background**

The function of the 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:

- (a) preserving peace and public order,
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security of the State,
- (e) preventing crime
- (f) bringing criminals to justice, including by detecting and investigating crime,
- (g) 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, Equality and Law Reform 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, youth justice, victims of crime, road safety, and on domestic and sexual violence.

#### **Priorities for 2010**

The Minister has determined the following matters as priorities for the Garda Síochána for 2010, 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 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.*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Identify and analyse the threats to national and international security and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to national and international security	<ul style="list-style-type: none"> <li>• No terrorist attacks occurring within the Region</li> <li>• Threats are identified, assessed, categorised and recorded</li> <li>• Monthly Regional Conference held</li> <li>• Number of groups identified, reviewed and profiled</li> <li>• Number of individual profile forms reviewed and completed</li> <li>• Number of intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity</li> </ul>	<b>Each Chief Superintendent &amp; Regional Detective Superintendent</b>	<b>A safe and secure Region</b>
Enhance the Garda capability to anticipate and respond proactively to national and international security threats	Continued interaction, and information exchanges, with Crime & Security Branch and National Support Services as well as International Security and Police Agencies	<ul style="list-style-type: none"> <li>• Intelligence gathering capability increased</li> </ul>		<b>An active role in enhancing national and international security</b>
Identify and 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	<ul style="list-style-type: none"> <li>• Number of intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs</li> <li>• Number of subversive, terrorist and organised crime gangs targeted</li> </ul>		

<p>Maintain and develop An Garda Síochána's Major Emergency Plans / Capabilities</p>	<p>Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities in the South Eastern Garda Region</p>	<ul style="list-style-type: none"> <li>• Carry out risk assessments for Divisional Major Emergency plans</li> <li>• Chair the Regional Steering Group and Regional Working Group for Major Emergency Management Ireland South East</li> <li>• Participation in Major Emergency Management Exercises</li> </ul>		
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## 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 actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>• Identifying, profiling and targeting organised crime gangs</li> <li>• Identifying and targeting assets which are the proceeds of crime</li> <li>• Targeting drug trafficking and low level street dealing</li> <li>• Targeting human trafficking networks</li> </ul>	<ul style="list-style-type: none"> <li>• Intelligence led operations against groups and individuals</li> <li>• Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources</li> <li>• Working with Crime &amp; Security Branch and National Support Services as well as international law enforcement agencies to identify and target human trafficking networks</li> <li>• Effective use of available resources</li> <li>• Research and implement best practice in the execution of Bench, Committal and Penal Warrants</li> <li>• Fingerprinting persons detained in accordance with statutory provisions or voluntarily</li> </ul>	<ul style="list-style-type: none"> <li>• Number of focused intelligence led operations against organised crime networks that pose the greatest threat</li> <li>• Number of Organised Crime Gangs identified profiled and targeted</li> <li>• Increase detections for sale / supply and personal use of illegal drugs</li> <li>• Number of ‘Cleanstreet’ Operations conducted</li> <li>• Number of Human Trafficking investigations conducted</li>   <li>• Number of bench, committal and penal warrants on hand, received and executed</li>   <li>• Number of detained persons fingerprinted</li> </ul>	<p><b>Each Chief Superintendent &amp; Regional Detective Superintendent</b></p>	<p><b>Reduced crime and the fear of crime</b></p>



<p><b>Target high volume property crime and crimes against the person, including:</b></p> <ul style="list-style-type: none"> <li>• Crimes involving prohibited weapons</li> <li>• Domestic violence incidents</li> <li>• Crimes of a sexual nature</li> </ul> <p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<ul style="list-style-type: none"> <li>• Increased crime prevention and reduction activities</li> <li>• Active engagement with the community to deal with the threat posed by crime</li> <li>• Working in partnership with relevant stakeholders and providing investigative support where appropriate</li> <li>• Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes</li> </ul> <p>Risk assess and monitor all persons subject to the provisions of the Sex Offenders Act 2001</p>	<ul style="list-style-type: none"> <li>• Property crime reduced</li> <li>• Increased detections for property related crime</li> <li>• Crimes against the person reduced</li> <li>• Increased detections for crimes against the person</li> </ul> <ul style="list-style-type: none"> <li>• All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed and monitored</li> </ul>		
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## **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 actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Intelligence led enforcement of Road Traffic and Road Transport Legislation	Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and: <ul style="list-style-type: none"> <li>• Determining the incidents of breaches of Road Transport legislation using available data</li> <li>• Full utilisation of detection equipment and enabling technology</li> <li>• Deployment of safety cameras at collision prone zones</li> </ul>	<ul style="list-style-type: none"> <li>• Deaths and serious injuries reduced</li> <li>• Increase detections for Drink/Drugs Driving, speeding, non wearing of seat belts, mobile phone use while driving</li> <li>• Checkpoints and operations conducted including Interagency, Mandatory Alcohol Testing (MAT), Public Service Vehicle (PSV), Heavy Goods Vehicle (HGV)/Truck and Bus per quarter</li> <li>• Increase compliance with Road Traffic Legislation</li> <li>• Deployment of safety cameras at collision prone zones completed</li> </ul>	<p><b>Each Chief Superintendent &amp; Regional Traffic Superintendent</b></p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>
Develop a cohesive approach to road safety campaigns	Availing of all opportunities to highlight the importance of safe road use through: <ul style="list-style-type: none"> <li>• Targeted media campaigns during high risk periods and at major events</li> <li>• The delivery of road safety education, in association with the Road Safety Authority to schools and colleges</li> <li>• Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations</li> </ul>	<p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas:</p> <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increased seatbelt wearing</li> </ul>		

<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>• Conducting intelligence led checkpoints and patrols</li> <li>• The continued development of the Automated Number Plate Recognition System</li> <li>• Increasing levels and quality of intelligence</li> <li>• Provision of appropriate resources and training to ensure effective roads policing</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of criminal intelligence reports submitted</li> <li>• Increased deployment of Road Traffic Technology based patrols</li> <li>• Increased number and frequency of checkpoints in targeted locations</li> <li>• Out of Vehicle Safety Training provided</li> <li>• Attendance of Traffic Inspectors at Regional Crime Management Conferences</li> </ul>		
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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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Reduce public disorder, assaults and criminal damage	<ul style="list-style-type: none"> <li>• Identifying and proactively targeting local ‘hot spots’</li> <li>• A faster response to reports of public disorder and anti-social behaviour</li> <li>• Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime</li> <li>• The introduction of a youth crime case management system</li> <li>• An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of identified ‘Hot Spots’ targeted through specific operational plans</li> <li>• Incidents of Public disorder reduced</li> <li>• Incidents of Assaults reduced</li> <li>• Criminal damage reduced</li> <li>• Youth crime case management system introduced in all Divisions</li> <li>• Number of Behaviour Warnings, Good Behaviour Contracts, Anti-Social Behavioural Orders and Exclusion Orders issued</li> </ul>	<b>Each Chief Superintendent</b>	<b>Safer and more peaceful local communities</b>
Improved understanding and responsiveness to community needs	<ul style="list-style-type: none"> <li>• Consultation with relevant stakeholders on key issues and problems</li> <li>• Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour</li> </ul>	The ‘Feelings of Safety’ in communities increased		

## **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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p>Work with and support all sections of our community</p> <p>Develop a Garda charter</p> <p>A partnership approach to solving community problems</p> <p>Engaging with and supporting victims of crime</p>	<ul style="list-style-type: none"> <li>• Delivery of the National Model of Community Policing</li> <li>• Implementation of Garda Diversity Strategy</li> <li>• Implementation of the Strategy for Older People</li> <li>• Implementation of the Garda Youth and Children Strategy</li> </ul> <p>Playing an active role in the operation of Joint Policing Committees and working in partnership with community groups</p> <ul style="list-style-type: none"> <li>• Supporting the assessment and review of the 'letters to crime victims' process</li> <li>• Supporting the review of victim support mechanisms</li> <li>• Commence implementation of the Garda Charter for Crime Victims</li> </ul>	<ul style="list-style-type: none"> <li>• National Model of Community Policing delivered in each Division</li> <li>• Garda Diversity Strategy implemented in each Division</li> <li>• Strategy for Older People implemented in each Division</li> <li>• The Garda Youth and Children Strategy implemented in each Division</li> <li>• Garda Charter implementation commenced in each Division</li> <li>• Participation in all established Joint Policing Committees</li> <li>• Number of Joint Policing Committee meetings attended</li> <li>• Number of initiatives implemented from Joint Policing Committee Process</li> <li>• Recommendations of the review of 'letters to crime victims' implemented in each Division</li> <li>• Implementation of the policy to enhance victim support mechanisms in each Division commenced</li> <li>• Garda Charter for Crime Victims implemented in each Division when launched</li> </ul>	<p><b>Each Chief Superintendent</b></p>	<p><b>Trust and confidence in the Garda service</b></p>

## **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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
The continued development of an excellent organisation	<p>Implementation of the Lessons Learned Framework</p> <p>Introduction of targeted training initiatives to improve organisational competence</p>	<ul style="list-style-type: none"> <li>The number of submissions to the Lessons Learned Framework</li> <li>The number of submissions to the Lessons Learned Framework approved for adoption</li> <li>Number of members trained in crime management and investigation</li> <li>Number of members who received Out of Vehicle Safety Training</li> <li>Number of members who underwent Competency Based Driving Training</li> <li>Number of members trained in Cyber Crime Investigation Techniques</li> </ul>	<p><b>Each Chief Superintendent &amp; Regional Detective Superintendent</b></p>	<p><b>Highly motivated people</b></p>
	Recognising excellent police work	<ul style="list-style-type: none"> <li>Number of Excellent Police Work Commendations (Form E.P.W.I)</li> </ul>		<p><b>Better service to citizens</b></p>
Enable smart processes and technologies to support frontline policing delivery	Technical support for frontline staff including the continued planned rollout of National Digital Radio Project	<ul style="list-style-type: none"> <li>Rollout of National Digital Radio Project progressed in the Region</li> </ul>		
Ensure value for money in the management of resources	Development of a South Eastern Region Operational Financial Management Framework	<ul style="list-style-type: none"> <li>Operational Financial Management Framework implemented</li> </ul>		<p><b>More effective use of resources</b></p>
Improve the data quality of information collected by An Garda Síochána in order to support it's key operations	Strengthening practices and processes around data/information collection, recording and dissemination	<ul style="list-style-type: none"> <li>Improved quality of data</li> <li>90 % of Incidents created by Garda Information Service Centre (GISC) achieved</li> </ul>		

Risk Management Framework	Manage risk to reduce the impact on the organisation	<ul style="list-style-type: none"> <li>• Continue to develop and manage identified risks in the Regional Risk Management Register</li> <li>• Number of initiatives implemented to mitigate identified risks in the Divisional Risk Register</li> <li>• Quarterly reviews of the Risk Register held</li> </ul>		
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**REGIONAL MANAGEMENT PERSONNEL CONTACT DETAILS**

<p><b>South Eastern Region</b></p>	<p><b>Assistant Commissioner Kevin Ludlow</b> <b>An Garda Síochána,</b> <b>Dominic Street,</b> <b>Kilkenny.</b> <b>e-mail: <a href="mailto:commissioner_southeast@garda.ie">commissioner_southeast@garda.ie</a></b> <b>Telephone: 056 7775005/6/8</b> <b>Fax: 056 7775080</b></p>
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