



An Garda Síochána Southern Region



Policing Plan 2010



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 Policing Plan for the Southern Region for 2010 incorporates the strategic policing objectives set out by the Garda Commissioner in An Garda Síochána's Annual Policing Plan 2010. This plan is part of the process of implementing the six strategic objectives outlined in our Strategy Statement 2010-2012 in which we commit to prevent, detect and disrupt crime and criminal activity and to ensure that people feel safe in their homes, on our roads and in public places.

Policing is very important to the well being of any community and we will continue to deliver our service to the people of the Southern Region in a planned, sustained, professional and accountable fashion. The prevention and detection of crime is our core activity and we will use all our resources effectively and efficiently to deliver a quality police service, to meet our policing objectives and to achieve the best possible results.

The primary function of An Garda Síochána is to ensure that people feel safe on the streets and in their homes. 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.

My team and I will continue to work closely with our partners to maintain and extend the valued and valuable interaction that currently exists between the community and An Garda Síochána and we will use this interaction to identify the community's needs and concerns, to find solutions and to enhance the service we provide.

Partnership is vital and I look forward to your continued co-operation and support.


(W.J. KEANE)
ASSISTANT COMMISSIONER

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 An 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

Key actions	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 Region		
Enhance our capability to respond to national and international security threats	Continued interaction, and information exchanges, with Crime and Security Section.	Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity Enhanced intelligence gathering	Each Divisional Officer, Southern Region	A secure nation
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	Each Detective Superintendent, Southern Region.	An active role in enhancing international security
Maintain & 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 Participation in the Regional Steering Group and Regional Working Group for major emergency management Major Emergency Management programme fully implemented in collaboration with other principal response agencies		

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>Tackle organised crime by:</p> <ul style="list-style-type: none"> • Identifying, profiling and targeting organised crime gangs • Targeting drug trafficking and low level street dealing • Identifying and targeting assets which are the proceeds of crime • Targeting human trafficking networks • Targeting heroin supply networks <p>Target high volume property crime and crimes against the person, including:</p> <ul style="list-style-type: none"> • Crimes involving the use of firearms and prohibited weapons • Domestic violence incidents • Crimes of a sexual nature 	<ul style="list-style-type: none"> • Intelligence led operations against groups and individuals • Full utilisation of An Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources • Working in partnership with national units to identify and target human trafficking networks. • Effective use of available resources • Continuing the regional initiative targeting the sale /supply/use of heroin • Increased crime prevention and reduction activities • Maintaining the focus on fingerprinting/palm-printing of persons detained. • Active engagement with the community to deal with the threat posed by crime • Working in partnership with relevant stakeholders and providing investigative support where appropriate • Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes 	<p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p> <p>Incidence of heroin seizures increased</p> <p>Property crime reduced</p> <p>No. of fingerprints/ palm-prints submitted to the Technical Bureau increased.</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>Each Divisional Officer, Southern Region</p> <p>Each Detective Superintendent, Southern Region</p>	<p>Reduced crime and the fear of crime</p>

Confronting Crime – continued

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Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Maintain the Regional focus on preventing and detecting crime	Holding monthly Regional Crime Management Meetings	Number of meetings held	Each Divisional Officer, Southern Region	Reduced crime and the fear of crime
Enhance Regional capability in managing the risks associated with sex offenders	Risk assess all persons subject to the provisions of the Sex Offenders Act 2001	All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed		
Deliver appropriate training in the management and investigation of crime	Ensure selected personnel receive appropriate training at the Crime Training Faculty	Crime management and investigative capability enhanced	Each Detective Superintendent, Southern Region	
Proactively target the execution of bench, committal and penal warrants	Implementing a monthly warrant monitoring system	Increased execution rate for all categories of warrants		

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
<p>Intelligence led enforcement of Road Traffic & Road Transport Legislation</p> <p>Develop a cohesive approach to road safety campaigns</p> <p>Traffic Management</p> <p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <ul style="list-style-type: none"> • Determining the incidence of breaches of Road Transport legislation using available data • Full utilisation of detection equipment and enabling technology • Deployment of safety cameras at collision prone zones <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> • Targeted media campaigns during high risk periods and at major events • Continued road safety campaign focussing on pedestrians. • The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges • Cooperation with relevant stakeholders, including consulting with Local Authorities during collision investigations <ul style="list-style-type: none"> • Ongoing monitoring and review in consultation with other stakeholders <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> • Conducting intelligence led checkpoints and patrols • The continued development of the Automated Number Plate Recognition System • Increasing levels and quality of intelligence • Provision of appropriate resources and training to ensure effective roads policing 	<p>Deaths and serious injuries reduced</p> <p>Deployment of safety cameras at collision prone zones completed</p> <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"> • Increased compliance with speed limits • Deaths and serious injuries to pedestrians reduced • Increased compliance with drink driving legislation • Increased seatbelt wearing <p>Enhanced traffic flow management</p> <p>Roads Policing manual completed</p>	<p>Each Divisional Officer, Southern Region</p> <p>Regional Traffic Superintendent, Southern Region</p>	<p>Safer roads & improved road user behaviour leading to a reduction in deaths & serious injuries</p>

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 actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Reduce public disorder, assaults, criminal damage and arson.</p> <p>Improved understanding and responsiveness to community needs</p>	<ul style="list-style-type: none"> ● Identifying and proactively targeting local 'hot spots' ● A faster response to reports of public disorder and anti-social behaviour ● Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime ● The introduction of a youth crime case management system ● An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders) ● Supporting Garda management in Limerick and Kerry Divisions in tackling feuding activity ● Consultation with relevant stakeholders on key issues and problems ● 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>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>Reduction in feud related activity</p> <p>The 'Feelings of Safety' in communities increased</p>	<p>Each Divisional Officer, Southern Region</p>	<p>Safer and more peaceful local communities</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 actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Work with and support all sections of our community</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"> • Delivery of the National Model of Community Policing in each Division • Implementation of Garda Diversity Strategy • Implementation of the Strategy for Older People • Implementation of the Garda Youth and Children Strategy • Implementation of Garda Charter when developed • Enhancing processes and procedures in relation to immigration issues <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"> • Assessing and reviewing the ‘letters to crime victims’ process • Review victim support mechanisms • Commencing implementation of the Garda Charter for crime victims when launched 	<p>National Model of Community Policing delivered in each Division</p> <p>Garda Diversity Strategy implemented</p> <p>Strategy for Older People implemented</p> <p>The Garda Youth and Children Strategy implemented</p> <p>Garda Charter Implemented</p> <p>Quarterly Regional meetings to review immigration processes and procedures</p> <p>Participation in all established Joint Policing Committees</p> <p>Recommendations of the review of ‘letters to crime victims’ implemented</p> <p>Policy developed & implementation commenced to enhance victim support mechanisms</p> <p>Garda Charter for Crime Victims implemented</p>	<p>Each Divisional Officer, Southern Region</p>	<p>Trust & confidence in the Garda service</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.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>The continued development of an excellent organisation</p> <p>Support the Continuous Professional Development programme and other training and development processes</p> <p>Enable smart processes and technologies to support frontline policing delivery</p>	<p>Implementation of the Lessons Learned Framework</p> <p>A national 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 national strategy to support the organisations core values</p> <p>Maintaining CPD training programme</p> <p>Training and other self-development processes</p> <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>The number of Lessons Learned adopted</p> <p>A new Occupational Health model in place & 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 implemented when developed</p> <p>National Digital Radio Project progressed as scheduled</p> <p>Increased e-working processes</p> <p>Mobile solutions in place.</p>	<p>Each Divisional Officer, Southern Region</p>	<p>Highly motivated people</p> <p>Better service to citizens</p> <p>More effective use of resources</p>

An Excellent Organisation - continued

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Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Ensure value for money in the management of resources</p>	<p>Development and implementation at National Level of:</p> <ul style="list-style-type: none"> • A HR Strategy • An ICT Strategy • Operational Transport Strategy <p>in support of the Strategy Statement 2010-2012</p> <p>Alignment of the 2010 Regional budget with the Regional Policing Plan</p> <p>Implementing a new process for recording and reporting absence management in the Region when developed.</p> <p>Enhancing the reporting structures at all levels within An Garda Síochána.</p>	<p>Strategic plans implemented when developed</p> <p>Policing priorities financed within the allocated budget</p> <p>Absence recording process implemented in each Division when developed</p> <p>A streamlined organisational reporting structure implemented across the Garda organisation</p>	<p>Each Divisional Officer, Southern Region</p>	<p>Highly motivated people</p> <p>Better service to citizens</p> <p>More effective use of resources</p>
<p>Improve the data quality of information collected by An Garda Síochána in order to support it's key operations</p>	<p>Strengthening practices and processes around data/information collection, recording and dissemination</p>	<p>Improved quality of data</p>		