



# **An Garda Síochána**

## **Policing Plan 2010**

### **Western Region**

**For further information contact:**

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***'Working with our Communities'***

## **Foreword from Assistant Commissioner John O' Mahoney- Western Region**

The Western Region Policing Plan for 2010 incorporates the strategic policing objectives set out by the Garda Commissioner in An Garda Síochána's Annual Policing Plan 2010. It sets out our strategic priorities for the first year of our Strategy Statement 2010 -2012.

An Garda Síochána has engaged in comprehensive consultations with the community and with other partners, in order that their priorities and concerns are at the core of our Policing Plan. Policing is very important to the well being of any community and we will continue to deliver our service to the people of the Western Region in a planned, sustained, professional and accountable fashion. We are deeply committed to providing the best quality police service possible. I am cognisant of the valuable interaction which exists between An Garda Síochána and the community we serve and the development of community policing initiatives will be very much to the fore in the coming year. This most welcome interaction will be availed of to continuously identify the requirements of our community and their concerns and to find solutions which will enhance the service we provide.

No Police Service can solve all problems that arise in an area on their own. Partnership and consultation are vital and I look forward to continued co-operation with the Joint Policing Committees, other emergency services, community groups, HSE, and local authorities.

In 2010, the Region will further improve its capacity to deal with serious and organised crime. In this regard, it is the intention to have Regional Response Units operational from the early part of the year.

The prevention and detection of crime is at the core of our policing function. The Western Region will continue to target people who commit crimes of any nature and will ensure that we use all our resources effectively and efficiently to get the best results.

A strong focus will continue to be maintained on anti-social behaviour and public disorder. We are dedicated to ensuring that the recent downward trend in fatal collisions continues into the New Year. This will be achieved through the use of enforcement measures, education and the promotion of a partnership based approach.

Finally, I invite submissions on any aspect of our policing plan from any group/organisation or individual who feel that they have a contribution to make in this area. I have included the contact details of my senior management team in the Western Region which includes the Divisions of Galway, Roscommon/Longford, Clare and Mayo.

JOHN O' MAHONEY  
ASSISTANT COMMISSIONER

## **VISION**

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*`Excellent people delivering  
policing excellence`*

## **MISSION**

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*Working with Communities to  
Protect and Serve*

## **VALUES**

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**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

## **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 any threat to Regional, National and International security and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to Regional, National and International security	No terrorist attacks occurring within the Region  Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity	<b>Each Divisional Officer</b>	<p><b>A secure nation</b></p> <p><b>An active role in enhancing international security</b></p>
Enhance our capability to respond to Regional and National security threats	Reviewing measures in place to secure and protect all vital installations and airports.  Continued interaction, and information exchanges, between Crime and Security Section and other Regional Assistant Commissioners	Review undertaken  Enhanced intelligence gathering	<p><b>Regional Detective Superintendent</b></p> <p><b>Each Divisional Officer</b></p> <p><b>Regional Detective Superintendent</b></p>	
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, and in liaison with Regional Counterparts, Crime and Security section and National Support Services, 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. Divisional Officers to arrange two briefings from Headquarters relating to terrorist threats	<b>Each Divisional Officer</b>	
Maintain and develop An Garda Síochána's Major Emergency Plans / Capabilities	Continued review and updating of Major Emergency Plans and also 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 and all Major Emergency Plans reviewed and updated	<b>Each Divisional Officer</b>	

## 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>Targeting drug trafficking and low level street dealing</li> <li>Identifying and targeting assets which are the proceeds of crime</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 in partnership with Crime &amp; Security section, National Support Services and Regional Counterparts to identify and target human trafficking networks</li> <li>Effective use of all available resources including CCTV Systems</li> </ul>	<p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p>	<p style="text-align: center;"><b>Each Divisional Officer</b></p> <p style="text-align: center;"><b>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>	<ul style="list-style-type: none"> <li>Development/Implementation of Regional Crime Prevention Strategy with the main focus on volume crime</li> <li>Increased crime prevention and reduction activities and increased detections</li> <li>Developing a strategic approach to the prevention and detection of crime through out the Region</li> <li>The continued use of the Automated Number Plate Recognition System</li> <li>Effective use of available resources</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>Property crime reduced and sources &amp; quality of intelligence enhanced in each Garda Division</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 style="text-align: center;"><b>Each Divisional Officer</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</b></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>Risk assessment completed in relation to all persons subject to the provisions of the Sexual Offenders Act 2001</p> <p>Structures developed in consultation with Forensic Science Laboratory</p> <p>Crime management and investigative capability enhanced</p>	<p style="text-align: center;"><b>Each Divisional Officer</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</b></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.*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
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> <li>• Intercept Checkpoints</li> <li>• Continued use of MAT (Mandatory Alcohol Testing) checkpoints</li> <li>• Up-skilling of Key personnel in road safety and Road Traffic legislation</li> </ul>	Deaths and serious injuries reduced  Deployment of safety cameras at collision prone zones completed	<b>Each Divisional Officer &amp; Traffic Superintendent</b>  <b>Each Divisional Officer &amp; Traffic Superintendent</b>	<b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>
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>• Implementation of Regional road safety initiative focusing on vulnerable road users</li> <li>• Targeted media campaigns during high risk periods and local radio and press</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>	Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas: <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>		
Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity	Denying the use of our roads for criminal activity by: <ul style="list-style-type: none"> <li>• Developing/Implementing Regional Crime Prevention Strategy</li> <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>	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.*

<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>• Challenging anti social behaviour, public disorder and underage drinking through targeted operations</li> <li>• Continued maximum use of available CCTV systems</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> <li>• Continued enforcement of Licensing Laws to ensure compliance with relevant legislation</li> </ul>	<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>	<b>Each Divisional Officer</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>
Work with and support all sections of our community	<ul style="list-style-type: none"> <li>• Delivery of the National Model of Community Policing in each Division</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> <li>• Maintain continued liaison with Community Alert/ Neighbourhood Watch schemes and other approved crime prevention community based initiatives</li> </ul>	<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>Liaison Implemented</p>	<b>Each Divisional Officer</b>	<b>Trust and confidence in the Garda service</b>
Develop a Garda charter		Garda Charter developed and implementation commenced	<b>Each Divisional Officer</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 and implementation of organisational matters agreed	Participation in all established Joint Policing Committees in each Division and organisational matters agreed implemented	<b>Each Divisional Officer</b>	
Engaging with and supporting victims of crime	<ul style="list-style-type: none"> <li>• Assessing and reviewing the 'letters to crime victims' process</li> <li>• Review victim support mechanisms</li> <li>• Launch, and commence implementation of, the Garda Charter for crime victims</li> </ul>	<p>Recommendations of the review of 'letters to crime victims' implemented</p> <p>Policy developed and implementation commenced to enhance victim support mechanisms</p> <p>Garda Charter for Crime Victims launched and implementation commenced</p>	<b>Each Divisional Officer</b>	

## **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	Implementation of the Lessons Learned Framework	The number of Lessons Learned approved for adoption	<b>Each Divisional Officer</b>	<b>Highly motivated people</b>
	Cooperating with a review of the Garda Employee Assistance Programme	A new Occupational Health model in place and functioning	<b>Each Divisional Officer</b>	
	Developing an integrated partnership, involving all Garda employees	A suitable 'fit for purpose' devolved partnership model established.	<b>Each Divisional Officer</b>	
	Developing and implementing an organisation wide integrated competency framework to support the development of role profiles for all Garda employees.	Enhanced HR capability across the Garda organisation	<b>Each Divisional Officer</b>	
	Targeted training initiatives introduced to improve organisational competence	Targeted training delivered	<b>Each Divisional Officer</b>	
	Development of a strategy to support the organisations core values	Strategy developed and implementation commenced	<b>Each Divisional Officer</b>	<b>Better service to citizens</b>
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	National Digital Radio Project progressed as scheduled	<b>Each Divisional Officer</b>	<b>More effective use of resources</b>
	Continued development of e-working systems and solutions	Increased e-working processes	<b>Each Divisional Officer</b>	
	Implementation of mobile working solutions	Mobile solutions in place	<b>Each Divisional Officer</b>	

<p>Ensure value for money in the management of resources</p>	<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 within An Garda Síochána</p>	<p>Strategic plans developed and implementation commenced</p> <p>Policing priorities financed within the voted budget and adherence to the allocated budget. All major operations costed</p> <p>Absence recording process implemented</p> <p>A streamlined organisational reporting structure implemented across the Garda organisation</p>	<p><b>Each Divisional Officer</b></p> <p><b>Each Divisional Officer</b></p> <p><b>Each Divisional Officer</b></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>	<p><b>Each Divisional Officer</b></p>	

#### Contact Details of Senior Management Team

<i>Division</i>	<i>Chief Superintendent</i>	<i>Address</i>	<i>Contact Details</i>
Roscommon-Longford	Chief Superintendent Paul Hargadon	An Garda Síochána Roscommon Town Co. Roscommon	Phone: 090 6638311 Fax: 090 6638381 Email: paul.hargadon@garda.ie
Mayo	Chief Superintendent Paul Hargadon	An Garda Síochána Castlebar Co. Mayo	Phone: 094 9038211 Fax: 094 9038281 Email: paul.hargadon@garda.ie
Clare	Chief Superintendent Donal O'Cualáin	An Garda Síochána Ennis Co. Clare	Phone: 065 6848111 Fax: 065 6848181 Email: donall.o.cualain@garda.ie
Galway	Chief Superintendent Donal O'Cualáin	An Garda Síochána Mill Street Galway City Co. Galway	Phone: 091 538011 Fax: 091 538081 Email: donall.o.cualain@garda.ie