



An Garda Síochána Northern Region Policing Plan 2011

'Working with our Communities'

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

Foreword

It is my pleasure to introduce An Garda Síochána's Policing Plan for the Northern Region for the year 2011. This plan outlines our strategic goals for the second year of the Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.

The Strategy Statement 2010 – 2012 is based upon four core values, namely:

- **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.

The Plan concentrates on delivering six main policing areas;

- Ensuring our Nation's Security
- Confronting Crime
- Effective Roads Policing
- Ensuring a Peaceful Community
- Working with Communities
- An Excellent Organisation

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, 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 and to provide a community policing service which meets the demands of the public.

Roads Policing

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

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

Victims of Crime

To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

Human Trafficking

To prevent and detect human trafficking

In producing his policing plan I am required to have regard to the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement. I am 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

This plan details the ways in which we will maintain our focus on, and commitment to our core activity which is the prevention and detection of crime. All of the resources available in the Northern Region will be used effectively and efficiently towards meeting this overall objective. The strategies and goals contained in the Policing plan are designed to improve the sense of security in ensuring a peaceful community in the Northern Region which has extensive frontiers with Northern Ireland. Many unique policing challenges emerge in the cross border policing context including the mobility of criminals and the activities of dissident activists, all of which are taken into account in this Plan. The aim, therefore, is to work with all communities while delivering a commitment to total customer satisfaction and equality through consultation with you the customer.

To assist the Garda Service in improving its delivery to the fullest, I invite you to feel free to contact me as Regional Commander or any Chief Superintendent or member of the organisation in the Northern Region at any time whether to address a concern, or to provide feedback on the service we provide. Your interaction with An Garda Síochána is vital and most valued. You can contact me at Sligo Garda Station, telephone 071-9157006 or by e-mail at Commissioner_north@garda.ie.

Kieran G. Kenny
Assistant Commissioner

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*

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 the threats to the State emanating from terrorist and extremist groups and take appropriate action	A heightened awareness of the threats posed by subversive groups, including a targeted approach to identifying and monitoring individuals involved in subversive activity	No terrorist attacks occurring within the State	Each Divisional Chief Superintendent	A secure nation
	Continuing to develop our intelligence gathering and analysis capability	Enhanced intelligence gathering to support targeted operations against terrorist and extremist groups		
Disrupt and prevent Dissident Activity	The continued use of all available legislation	Number of Regional Support Unit Call outs to incidents	Regional Detective Superintendent	
	Prioritising the deployment of resources in support of national security operations	Enhanced Intelligence gathering Development of Covert Human Intelligence Sources		
Disrupt the connection between organised crime gangs and subversive/terrorist groups	Continued interaction with Crime and Security section, other Garda Regions, and International Security and Police Agencies	Enhanced cross border cooperation through regular meetings and contact with the Police Service of Northern Ireland	Assistant Commissioner Northern Region	
	Continued Interaction and information sharing with the Police Service of Northern Ireland in accordance with the Cross Border Policing Strategy	Number of Intelligence Reports received. Number of planned and unplanned Operations carried out. Number of Profiles updated.		
	Identifying and targeting the links between organised crime gangs and subversive/terrorist groups		Each Divisional Chief Superintendent	An active role in enhancing national security
			Regional Detective Superintendent	

<p>Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents</p> <p>Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'</p>	<p>Continuing to liaise with appropriate agencies and the Police Service of Northern Ireland in accordance with established protocols</p> <p>Adherence to international good practice</p> <p>Participation in Major Emergency Plan exercises with other agencies</p> <p>Conducting critical infrastructure audits</p>	<p>Number of meetings with other agencies and the Police Service of Northern Ireland</p> <p>Number of Regional Support Unit (RSU) call outs to crisis incidents</p> <p>Crisis incident management training conducted</p> <p>Number of Major Emergency Planning exercises conducted in all Garda Divisions</p> <p>Number of meetings with the Local Authorities and the Health Service Executive regarding the development of Divisional Major Emergency Plans</p> <p>Number of Critical Infrastructure Audits conducted</p>	<p>Each Divisional Chief Superintendent</p> <p>Regional Detective Superintendent</p>	
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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>Tackle organised crime by: Continuing to target organised crime gangs</p> <p>Identifying and targeting human trafficking networks</p> <p>Proactively targeting drug trafficking, and low level street dealing</p> <p>Identifying and targeting assets which are the proceeds of crime</p>	<p>Developing our intelligence gathering capability to tackle organised crime gangs</p> <p>The continued deployment of dedicated armed patrols both locally and regionally to disrupt the activities of criminal gangs</p> <p>The full utilisation of the Garda Síochána Analysis Service (GSAS) in identifying trends and suspects</p> <p>The full utilisation of all available legislation</p> <p>The effective use of intelligence-led briefings Joint operations in partnership with Customs and Revenue Officials and other relevant agencies</p> <p>Co-operation and intelligence sharing with the Police Service of Northern Ireland</p> <p>Developing and implementing targeted operations aimed at street level drug dealing A proactive approach to targeting of 'Grow Houses'</p> <p>Implementing actions appropriate to An Garda Síochána as set out in the National Action Plan to Prevent and Combat the Trafficking of Human beings in Ireland 2009-2012</p>	<p>Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act 2009) forwarded to Director of Public Prosecutions</p> <p>Number of operations against organised Crime Groups</p> <p>Number of human trafficking networks identified and targeted</p> <p>Number of joint Operations involving Detective Branch Personnel, Uniformed Personnel and other Statutory Agencies and the number of cross border operations carried out in consultation with the Police Service of Northern Ireland</p> <p>Number of meetings with external stakeholders</p> <p>Intelligence reports relating to organised crime</p> <p>Intelligence led operations against groups and individuals involved in the operation of 'Grow Houses'</p>	<p style="text-align: center;">Each Divisional Chief Superintendent</p> <p style="text-align: center;">Regional Detective Superintendent</p>	<p>Reduced crime and the fear of crime</p>

<p>Target crimes against the person and high volume property crime, including:</p> <p>Crimes involving prohibited weapons Domestic violence incidents Crimes of a sexual nature</p> <p>Support and protect child victims</p> <p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<p>Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime The effective use of intelligence-led briefings Ongoing consultation with all relevant agencies to enhance services provided to victims of sexual abuse and domestic violence</p> <p>Interagency cooperation with the H.S.E. in relation to the investigation of crimes against children</p> <p>Ensuring the provisions of the Sex Offenders Act 2001 are implemented.</p> <p>Fully Implementing Garda Policy on the Investigation of Sexual Crimes</p>	<p>Crimes against the person reduced in line with Strategy Statement commitments</p> <p>Number of detections for crimes against the person increased in line with Strategy Statement commitments</p> <p>Property crime reduced in line with Strategy Statement commitments</p> <p>Detections for property related crime increased in line with Strategy Statement commitments</p> <p>Number of 'HSE Notification Actions' in relation to crimes against children</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p>	<p>Each Divisional Chief Superintendent</p> <p>Regional Detective Superintendent</p>	
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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 our Strategy Statement. 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 and Road Transport Legislation</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 through:</p> <p>Utilisation of available information to identify priority times and locations for enforcement</p> <p>Full utilisation of detection equipment and enabling technology</p> <p>Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies</p> <p>Enhanced capability in the detection of drug driving</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all Schools Programmes</p> <p>Each Divisional Officer to devise a Casualty Reduction Strategy with the overall objective of reducing fatal and serious injury collisions</p> <p>Denying the use of our roads for criminal activity by:</p> <p>Intelligence led roads policing operations based on local intelligence</p> <p>Continue joint Garda/PSNI Road Policing co-operation and targeted operations</p> <p>Increase levels and quality of intelligence and hold bi-monthly Road Policing Unit briefings on criminal/subversive activities</p> <p>The provision of appropriate resources and training to ensure effective roads policing</p> <p>The continued development of ANPR</p> <p>The development of a Criminal Interdiction Programme for An Garda Síochána</p>	<p>Deaths and serious injuries reduced</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 Increased compliance with drink driving legislation Increased seatbelt wearing <p>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles</p> <p>Field Impairment testing delivered to all operational members</p> <p>Review of Garda Road Safety Awareness Communications programme completed</p> <p>Casualty Reduction Strategy implemented in all Divisions</p> <p>Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented</p> <p>No of positive hits on ANPR in relation to Traffic related offences</p> <p>Feasibility study of wireless enablement of ANPR using 3G technology completed</p> <p>Criminal Interdiction Programme developed for all Traffic Corps members</p>	<p style="text-align: center;">Each Divisional Chief Superintendent</p> <p style="text-align: center;">Regional Traffic Superintendent</p>	<p style="text-align: center;">Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</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
Work with and support all sections of our community	Ensuring that Community policing is embedded in all Communities	Commitment to Garda Síochána National Model of Community Policing accomplished	Each Divisional Chief Superintendent	Trust and confidence in the Garda service
	Encouraging promoting and re-energising the Community Alert and Neighbourhood Watch Strategies	Number of active Community Alert and Neighbourhood Watch schemes		
Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities	Supporting the work of the National Children Services Implementation Group(NCSIG) and Children's Services Committee (CSC) Initiative	Support of and participation in CSCs in all Garda Divisions	Each Divisional Chief Superintendent	
	The development of an implementation plan for Older People Strategy	Full implementation of Older People Strategy		
	Implementation of the Garda Diversity Strategy 2009-2012	Full implementation of plan to develop Youth & Children Strategy 2012-2014		
		Garda Diversity Strategy implemented		
A partnership approach to solving community problems	Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Active participation in all established JPCs and Local Policing Fora		
	Implementing the recommendations the of JPC Survey 2009	Recommendations of the JPC Survey 2009 implemented		

<p>Recognising and responding to the needs of victims of crime</p>	<p>Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation</p> <p>Utilising the Community Policing Model to support victims of crime</p> <p>Develop and implement a call back system in respect of victims of crime</p> <p>Support the work of the Family Liaison Officers</p>	<p>An Garda Síochána Victims Charter implemented</p> <p>Systems in place to monitor implementation</p> <p>Number of victims of crime visited by Community Policing/Family liaison Personnel</p> <p>Train and appoint Family Liaison Officers where necessary</p>	<p>Each Divisional Chief Superintendent</p>	
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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
The continued development of an excellent organisation	The implementation of the Public Service (Croke Park) Agreement 2010-2014	Support the introduction of a performance management framework for An Garda Síochána Identify a rostering system that more closely matches the availability of staff with policing demands introduced Support the implementation of appropriate reporting arrangements	Each Divisional Chief Superintendent	Highly motivated people
	Support the implementation of the Strategic Change Framework	The Strategic Change Framework implemented		
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	Identifying all training deficiencies in the Region and ensure there are sufficiently qualified personnel to meet requirements.	Enhanced organisational training to meet requirements delivered	Each Divisional Chief Superintendent	Better service to citizens
	The development of Committed to Excellence Programme in the Louth Division	Committed to Excellence accreditation achieved by the Louth Division		
Enable smart processes and technologies to support frontline policing delivery	Enhance facilities for dealing with persons detained in custody	Support the Programme to provide Custody CCTV in Garda Stations commenced Support the Programme to update cell accommodation implemented	Each Divisional Chief Superintendent	More effective use of resources
	Support the implementation of the ICT Strategy 2010-2012	Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved		

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