



# An Garda Síochána Southern Region



## Policing Plan 2011



## **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 communities

## FOREWORD

The Policing Plan for the Southern Region for 2011 incorporates the strategic policing objectives set out by the Garda Commissioner in An Garda Síochána's Annual Policing Plan 2011. This plan is part of the process of implementing the six strategic objectives outlined in our Corporate Strategy 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.

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.

These values will guide all of our actions in 2011 and they will continue to serve as our cultural cornerstones during the year.

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. We will work tirelessly to make our roads safer for all road users through the use of enforcement measures, education and the promotion of a partnership based approach. We are dedicated to achieving a significant reduction in the incidence of fatal and serious collisions on our roads through a range of measures.

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.

All areas of Garda activity will be informed by a commitment to intelligence-led operations, high visibility patrolling and by utilising our available resources to the greatest effect to deliver the best possible outcomes.

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

**Policing Priorities for An Garda Síochána for 2011**  
*Determined by the Minister for Justice 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 for the State with the objective of:

- (a) preserving the 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 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

**Priorities for 2011**

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.

## **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 the State emanating from terrorist and extremist groups and take appropriate action	<p>A heightened awareness of the threats posed by subversive groups, including a targeted approach to identifying and monitoring individuals involved in subversive activity</p> <p>Continuing to develop our intelligence gathering and analysis capability</p> <p>The continued use of all available legislation</p> <p>Prioritising the deployment of resources in support of national security operations</p>	<p>No terrorist attacks occurring within the Region</p> <p>Enhanced intelligence gathering to support targeted operations against terrorist and extremist groups</p>	<b>Each Divisional Officer, Southern Region</b>	<b>A secure nation</b>
Disrupt the connection between organised crime gangs and subversive/terrorist groups	Identifying and targeting the links between organised crime gangs and subversive/terrorist groups	Levels of activity against organised crime gangs and subversive/terrorist groups	<b>Each Detective Superintendent, Southern Region.</b>	<b>An active role in enhancing international security</b>
Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents	<p>Continuing to liaise with appropriate agencies</p> <p>Adherence to international good practice</p>	<p>Number of Regional Support Unit (RSU) call outs to crisis incidents</p> <p>Crisis incident management training conducted</p>		
Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'	<p>Participation in Major Emergency Plan exercises with other agencies</p> <p>Conducting critical infrastructure audits</p>	<p>Major Emergency Planning exercises conducted.</p> <p>All Critical Infrastructure Audits conducted</p>		

## 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>Continuing to target organised crime gangs</li> <li>Identifying and targeting human trafficking networks</li> <li>Proactively targeting drug trafficking, and low level street dealing</li> <li>Identifying and targeting assets which are the proceeds of crime</li> </ul> <p><b>Target crimes against the person and high volume property crime, 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>Support and protect child victims</p> <p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<ul style="list-style-type: none"> <li>Developing our intelligence gathering capability to tackle organised crime gangs</li> <li>The continued deployment of dedicated armed patrols both locally and nationally to disrupt the activities of criminal gangs</li> <li>The full utilisation of the Garda Síochána Analysis Service (GSAS) in identifying trends and suspects</li> <li>The full utilisation of all available legislation</li> <li>The effective use of intelligence-led briefings</li> <li>Joint operations in partnership with Customs and Revenue Officials and other relevant agencies</li> <li>Developing and implementing targeted operations aimed at street level drug dealing</li> <li>A proactive approach to targeting of ‘Grow Houses’</li> <li>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</li> <li>Continuing the Regional Heroin Initiative targeting the sale/supply/use of heroin</li> <li>Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime</li> <li>The effective use of intelligence-led briefings</li> <li>Ongoing consultation with all relevant agencies to enhance services provided to victims of sexual abuse and domestic violence</li> <li>Maintaining the focus on fingerprinting /palm printing of persons detained</li> <li>Monthly crime management meetings</li> <li>Maintaining a monthly warrant monitoring system</li> </ul> <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>Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act 2009) forwarded to Director of Public Prosecutions</p> <p>Levels of activity against organised crime groups</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>Number of heroin seizures</p> <p>Crimes against the person reduced in line with Strategy Statement commitments</p> <p>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 fingerprints/palmprints submitted to the Technical Bureau increased</p> <p>Number of meetings held</p> <p>Increased execution rate for all categories of warrants</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 style="text-align: center;"><b>Each Divisional Officer, Southern Region</b></p> <p style="text-align: center;"><b>Each Detective Superintendent, Southern Region</b></p>	<p style="text-align: center;"><b>Reduced crime and the fear of crime</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.*

Key actions	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 through:</p> <ul style="list-style-type: none"> <li>• Utilisation of available information to identify priority times and locations for enforcement</li> <li>• Full utilisation of detection equipment and enabling technology</li> </ul> <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>Continuing to educate young drivers in relation to road safety and including 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>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"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increase the number of MAT checkpoints being conducted between 12am and 4am on weekend nights</li> <li>• Increased seatbelt wearing</li> <li>• Roads Policing Operations Plan 2011 completed</li> </ul> <p>Number of persons who have undergone Bike Safe Training (Cork City)</p> <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><b>Each Divisional Officer, Southern Region</b></p>	<p><b>Safer roads &amp; improved road user behaviour leading to a reduction in deaths &amp; serious injuries</b></p>
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> <ul style="list-style-type: none"> <li>• Intelligence led roads policing operations based on local intelligence</li> <li>• Increasing levels and quality of intelligence</li> <li>• The provision of appropriate resources and training to ensure effective roads policing</li> <li>• The continued development of ANPR</li> <li>• The development of a Criminal Interdiction Programme for An Garda Síochána</li> <li>• Holding monthly liaison meetings between Detective Inspectors and Divisional Traffic Inspectors</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented</li> <li>• No of positive hits on ANPR in relation to Traffic related offences</li> <li>• Monitoring &amp; updating the number of target vehicles on the ANPR system</li> <li>• Criminal Interdiction Programme developed for all Traffic Corps members</li> <li>• Number of liaison meetings held</li> </ul>	<p><b>Regional Traffic Superintendent, Southern Region</b></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>Minimise the impact of public disorder, assaults and criminal damage</p> <p>Improved understanding and responsiveness to community needs</p>	<p>Proactive analysis , identify public order hotspots and deploy appropriate resources to identified areas in respect of alcohol and drug related anti-social behaviour and youth crime</p> <p>Providing a coordinated approach to incidents of public disorder and Anti-Social Behaviour</p> <p>Reducing the fear in communities caused by the incidents of antisocial behaviour by the continued use of behaviour warnings, good behaviour contracts, court orders and targeted operations</p> <p>Enhancing community safety through targeted high visibility patrols</p> <p>Supporting Garda Management in tackling feuding activity</p> <p>Full utilisation of all available legislation particularly in relation to underage drinking</p> <p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p> <p>Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour</p>	<p>Public disorder reduced in line with Strategy Statement commitments</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Reduction in feud related activity</p> <p>Number of test purchase operations</p>	<p><b>Each Divisional Officer, Southern Region</b></p>	<p><b>Safer and more peaceful local communities</b></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.*

<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>Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities</p> <p>A partnership approach to solving community problems</p>	<p>Ensuring that Community policing is embedded in all Communities</p> <p>Evaluating Community Alert and Neighbourhood Watch Strategies</p> <p>Supporting the work of the National Children Services Implementation Group(NCSIG) and Children’s Services Committee (CSC) Initiative</p> <p>The development of an implementation plan for Older People Strategy</p> <p>The development of a Youth and Children Strategy for 2012 -2014</p> <p>Implementation of the Garda Diversity Strategy 2009-2012</p> <p>Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups</p>	<p>Commitment to Garda Síochána National Model of Community Policing accomplished</p> <p>Evaluation of Community Alert and Neighbourhood Watch Strategies completed.</p> <p>Support of and participation in CSCs in all Garda Divisions</p> <p>Full implementation of Older People Strategy</p> <p>Full implementation of plan to develop Youth &amp; Children Strategy 2012-2014</p> <p>Garda Diversity Strategy implemented</p> <p>Active participation in all established JPCs and Local Policing Fora</p>	<p><b>Each Divisional Officer, Southern Region</b></p>	<p><b>Trust and confidence in the Garda service</b></p>

<p>Recognising and responding to the needs of victims of crime</p>	<p>Implementing the recommendations of the JPC Survey 2009</p> <p>Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation</p> <p>Reviewing the policy on Family Liaison Officers</p>	<p>Recommendations of the JPC Survey 2009 implemented</p> <p>An Garda Síochána Victims Charter implemented</p> <p>Systems in place to monitor implementation</p> <p>Reviewed Policy on Family Liaison officers implemented</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	<ul style="list-style-type: none"> <li>• A performance management framework for An Garda Síochána introduced</li> <li>• A rostering system that more closely matches the availability of staff with policing demands introduced</li> <li>• The implementation of appropriate reporting arrangements</li> </ul>		<b>Highly motivated people</b>
	The implementation of the Strategic Change Framework	The Strategic Change Framework implemented		
Support the Continuous Professional Development programme & other training & development processes	Maintaining the CPD training programme Training and other self-development processes	Enhanced organisational training to meet requirements delivered	<b>Each Divisional Officer, Southern Region</b>	<b>Better service to citizens</b>
	Identifying all training deficiencies and ensure there are sufficiently qualified personnel to meet requirements			
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	The commencement of Committed to Excellence Programme in Cork City Division	Committed to Excellence accreditation achieved by Cork City Division		
	Enhancing facilities for dealing with persons detained in custody	<ul style="list-style-type: none"> <li>• Programme to provide Custody CCTV in Garda Stations commenced</li> <li>• Programme to update cell accommodation implemented</li> </ul>		
Ensure value for money in the management of resources	Alignment of the 2011 Garda budget with the Annual Policing Plan	Policing priorities financed within the voted budget		<b>More effective use of resources</b>
	Working with National procurement Service to develop common approach to procurement capacity processes across all procurement areas	Support the implementation of a Corporate Procurement Plan		

<p>Ensure value for money in the management of resources</p>	<p>Developing the management of risk by the continued rollout and support for organisational wide risk management</p>	<p>All organisational risk registers maintained in line with organisation policy</p>		
<p>Enhance our corporate commitment to the environment</p>	<p>Implementing the Garda Environmental and Energy Strategy</p>	<p>Training in the management of risk completed</p> <p>Garda Environmental and Energy Strategy implemented</p>		