



An Garda Síochána

Policing Plan 2011

Western Region

'Working with our Communities'

Foreword from Assistant Commissioner, John O' Mahoney, Western Region.

I would like to take this opportunity to present the Annual Policing Plan for the Western Garda Region. In preparing this year's plan, consultation processes were initiated with representatives from various communities throughout the Region. A committee was also established consisting of Gardai and Civilian personnel throughout the Region.

My aim in setting up this process, is to ensure that this plan is aligned closely with the National Policing Plan 2011. The plan is comprised of the strategic policing objectives as set out by the Garda Commissioner and enshrines therein the priorities determined by the Minister for Justice, and Law Reform. It was formed as a result of consultation with Gardai throughout the Region and from discussions with representatives from various communities. It is my unwavering intention that this plan will deliver in the area of national policy and that it will equally respond to issues affecting communities within the Western Region. It is envisaged that the achievement of the objectives outlined in this Plan will have a palpable effect on both Gardai policing these communities and upon the people living here.

The Policing Plan is driven by the four core values embodied in the Strategy Statement 2010 – 2012, which is now in its second year:

- **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.

All of our actions will be firmly anchored in these fundamental values, over the coming year.

As stated previously, An Garda Síochána has consulted closely with the community and a wide range of partners, in order to place their concerns and priorities at the centre of our plan. The economic situation which faces us remains challenging. I believe deeply that strong leadership and clear vision, alongside a continued focus on fiscal realities, will be essential in achieving the aims of the Western Region Policing Plan.

Ongoing dialogue and consultation are invaluable in building and maintaining the key relationships which are at the core of our work in the community. It is a crucial element in gaining an understanding of the issues which face the people who live and work in the Western Region. An Garda Síochána's long-standing commitment to working in communities all across Ireland is something which we must guard closely. The community is at the core of all the work we do; it is our greatest ally in detecting and preventing crime and safeguarding the people of Ireland. I firmly believe that close community relationships and networks are one of the strongest indicators of An Garda Síochána's effectiveness. I look forward over the coming year to continued co-operation with the Joint Policing Committees, Emergency Services, Community Groups, HSE and local authorities. In 2010, An Garda Síochána National Model of Community Policing was introduced throughout each District in the Western Region and I am keen to build upon the valuable work that has been conducted in this area.

In 2011, the prevention and detection of crime remains the number one priority. Drug related crime, burglaries, anti-social behaviour and public order issues continue to affect communities in this Region and An Garda Síochána will continue to target people who commit crimes of any nature and will ensure that we use all of our resources effectively and efficiently to obtain the results sought.

It is essential that Gardai in the Region have the capabilities and resources to deal with serious and organised crime. As such, it has been necessary to develop a Strategy with all Gardai co-operating and working together, throughout the Region. In 2011, the Western Region will build on its capability to deal with serious and organised crime. The introduction of Regional Support Units in 2010 has proven invaluable in this area and the work of Regional Crime Analysts in aiding the analysis of data with regard to crime has greatly enhanced the process.

While we have seen a significant reduction in the number of people killed on roads in the West of Ireland in 2010, it is essential to build on this progress. Roads Policing remains a priority and in 2011 the focus will be on speeding, with the introduction of "Go Safe", Speed Vans. The importance of implementing Road Traffic legislation must also be strongly underlined.

The proactive programme of change and modernisation which has been undertaken in recent years by An Garda Síochána will continue through the implementation of this policing plan. Our vision is of excellent people delivering policing excellence. In order to become even better at what we do as a police force, we will provide access to the best resources, infrastructure and support which will deliver the optimum policing service.

This Plan has been prepared with specific reference to the needs of communities in the West of Ireland. With this in mind, I want to invite submissions on any aspect of our Policing Plan, relating to the future, from any group/organisation or any individual who would like to contribute in this area. I have included the contact details of my senior management team in the Western Region, which is comprised of the Divisions of Galway, Clare, Mayo and Roscommon/ Longford.

**John O' Mahoney,
Assistant Commissioner,
Western Region.**

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

Policing Priorities for An Garda Síochána for 2011
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 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 to 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

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	<p>Increasing awareness amongst all Garda members in the Western Region 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 and manage our intelligence gathering and analysis capability by means of briefing and analysis at monthly PAFMs and bi-monthly Regional Crime Conferences. This will also involve inter-regional co-operation; optimal utilisation of Regional Crime Analysts, and increasing awareness of all available legislation among members in the Western Region. The deployment of resources in support of national security operations, in the Western Region, will also be prioritised</p>	<p>No terrorist attacks occurring within the Region in 2011</p> <p>Enhanced intelligence analysis with regard to any identified terrorist and extremist groups</p>	Each Divisional Officer, Regional Detective Superintendent	A secure nation
Disrupt the connection between organised crime gangs and subversive/terrorist groups	<p>Identifying and targeting the links between organised crime gangs and subversive/terrorist groups</p>	<p>Year on year comparison between levels of activity against organised crime gangs and subversive/terrorist groups</p> <p>Analysis of Regional Support Unit (RSU) call outs to crisis incidents</p>	Each Divisional Officer, Regional Detective Superintendent	
Continue to develop crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents	<p>Continuing to liaise with appropriate agencies and ensuring adherence to and promotion of international best practice: The implementation of National Policy with regard to tiger kidnappings, hostage negotiation and barricade incidents</p>	<p>Crisis incident management training conducted and developed to fulfil local requirements</p> <p>Number of On-Site commanders trained</p>	Each Divisional Officer, Regional Detective Superintendent	An active role in enhancing national security
Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'	<p>A proactive approach to be adopted with regard to participation in Major Emergency Plan exercises, with other agencies</p> <p>A full review will be conducted of all critical installations to identify high risk targets and locations in the Western Region.</p>	<p>Number of Major Emergency Planning exercises conducted in the Western Region</p> <p>Review to be concluded by June 2011</p>	Each Divisional Officer, Regional Detective Superintendent	Critical installations and locations identified and included on quarterly Risk Management/Corporate Risk assessments

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
Tackle organised crime by:	<ul style="list-style-type: none"> • Continuing to target organised crime gangs • Identifying and targeting human trafficking networks • Proactively targeting drug trafficking, and low level street dealing • Identifying and targeting assets which are the proceeds of crime 	<p>Developing our intelligence gathering capability to tackle organised crime gangs</p> <p>The continued deployment of dedicated armed patrol, both locally and nationally to disrupt the activities of criminal gangs</p> <p>The full utilisation of the Garda Siúchána 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</p> <p>Joint operations in partnership with Customs and Revenue Officials and other relevant agencies</p> <p>Developing and implementing targeted operations aimed at street level drug dealing</p> <p>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>Levels of activity against organised crime groups in the Western Region</p> <p>Intelligence reports relating to organised crime</p> <p>An increase in Intelligence led operations against groups and individuals involved in the operation of 'Grow Houses', in the Western Region</p> <p>Numbers of uniformed members trained with regard to specific operations, if appropriate</p>	<p>Reduced crime and the fear of crime</p>
Target crimes against the person and high volume property crime, including:	<ul style="list-style-type: none"> • Crimes involving prohibited weapons • Domestic violence incidents • Crimes of a sexual nature 	<p>Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime</p> <p>The effective use of intelligence-led briefings by maximising use of Regional Crime Analysts</p> <p>Ongoing consultation with all relevant agencies in the Western Region, including representation from the local Rape Crisis Centre, to enhance services provided to victims of sexual abuse/violence and domestic violence</p> <p>Fully Implementing Garda Policy with regard to the Investigation of Sexual Crimes</p> <p>Optimal use being made of SATU</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>Number of referrals to SATU</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>An improvement in the quality of service to victims of crime</p>
Support and protect child victims		<p>Interagency cooperation with the H.S.E. in relation to the investigation of crimes against children</p> <p>Full implementation of "Missing Children in Care", protocols</p>	<p>Number of 'HSE Notification Notices', in relation to crimes against children</p> <p>Number of meetings held and attendees present</p>	<p>Each Divisional Officer, Regional Detective Superintendent</p>

Enhance organisational capability in managing the risks associated with sex offenders	<p>Ensuring the provisions of the Sex Offenders Act 2001, are implemented and fully complied with, across the Western Region</p> <p>[Ensuring that sufficient numbers of Gardai in the Western Region are qualified/competent in the role of Child Interviewer]</p>	<p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed and non compliance addressed</p> <p>The number of suitably trained personnel in the Western Region capable of conducting Child Interviews</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
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"> • Utilisation of available information to identify priority times and locations for enforcement • Full utilisation of detection equipment and enabling technology <p>Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies</p> <p>Monitoring and support of "Go Safe", speed camera vehicles</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 • Increased compliance with Road Transport Legislations • Increased compliance with regard to use of mobile phones <p>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles</p> <p>Awareness among members of Motorway Management "Emergency Guidelines for the Western Region" (Best Practice for Garda Personnel Responsible for the Motorway Network)</p>	Each Divisional Officer, Traffic Superintendent	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
	<p>Continuing to educate young drivers in relation to road safety and by including traffic awareness on all Schools Programmes and at sporting organisations and clubs</p>	<p>Analysis of all School Programmes conducted</p>		<p>Casualty Reduction Strategy implemented in all Divisions, in liaison with the Regional Traffic Superintendent</p> <p>Collision Prevention Programme to be developed; establishment of Collision Prevention Committees in each Division.</p> <p>Review of all fatal and serious collisions in the Western Region to be conducted at the end of 2011</p>

<p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> • Intelligence led roads policing operations based on local intelligence • Increasing levels and quality of intelligence • The provision of appropriate resources and training to ensure effective roads policing • The continued development of ANPR 	<ul style="list-style-type: none"> • Continued implementation and review of Operations within the Region • No of positive hits on ANPR in relation to Traffic related and Criminal offences • The level of training and information available to those working in the area, of ANPR; awareness levels • Criminal Interdiction Programme developed and implemented for all Traffic Corps members in the Western Region • Assisting in the development of a Criminal Interdiction Programme for An Garda Síochána • Traffic Corps to play a role in crime prevention and detection in the Western Region
<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p> <ul style="list-style-type: none"> • The continued development of ANPR 	<ul style="list-style-type: none"> • Continued implementation and review of Operations within the Region • No of positive hits on ANPR in relation to Traffic related and Criminal offences • The level of training and information available to those working in the area, of ANPR; awareness levels • Criminal Interdiction Programme developed and implemented for all Traffic Corps members in the Western Region • The role of Traffic Corps with regard to crime prevention and detection to be specified in the overall Crime Strategy for the Western Region

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
Minimise the impact of public disorder, assaults and criminal damage	<p>Identifying public order hotspots and deploying appropriate resources to identified areas in respect of alcohol and drug related anti-social behaviour and youth crime. This needs to be achieved by a process of proactive analysis</p> <p>Providing a coordinated approach to incidents of public disorder and Anti-Social Behaviour</p>	<p>The number of adult cautions issued, JLO referrals, and criminal prosecutions in the Western Region, with regard to Public Order issues</p>	Each Divisional Officer	Safer and more peaceful local communities
Improved understanding and responsiveness to community needs	<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 including full use of Regional Support Units to patrol high risk areas</p> <p>Continuing to maximise use of available CCTV systems</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. Enforcing legislation associated with this</p>	<p>Assists in conducting a Public Attitudes Survey to measure levels of confidence and satisfaction in An Garda Síochána amongst the general public as well as perceptions on the fear of crime and feelings of safety</p>	Each Divisional Officer	Public Attitudes Survey completed

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 Officer	Trust and confidence in the Garda service
	Evaluating Community Alert, Neighbourhood Watch, Business Watch, Campus Watch, Coastal Watch and Hospital Watch Strategies	Maintain continued liaison with Community Alert, Neighbourhood Watch Schemes and other approved crime prevention initiatives.	Each Divisional Officer	
	Promotion of Garda Policy at appropriate fora, including County and City Joint Policing Committees.	Number of JPCs attended per Division	Each Divisional Officer	
	Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities	Assist in the development and implementation of the Older People Strategy	Each Divisional Officer	
		Assist in the development of a Youth and Children Strategy for 2012 -2014	Each Divisional Officer	
	A partnership approach to solving community problems	Implementation of the Garda Diversity Strategy 2009-2012	Each Divisional Officer	
		Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Each Divisional Officer	

Recognising and responding to the needs of victims of crime	<p>Implementing the recommendations of the JPC Survey 2009</p> <p>Recommendations of the JPC Survey 2009 implemented and reviewed</p> <p>Each Divisional Officer</p> <p>An Garda Síochána Victims Charter implemented and reviewed:</p> <p>Appropriate management measures in place throughout the Region to ensure compliance</p> <p>Ensuring that sufficient Family Liaison Officers are trained to deal with incidents in the Region</p> <p>Policy on Family Liaison officers reviewed; number of FLOs appointed</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	Identifying training deficiencies in the Western Region and ensuring that sufficiently qualified personnel are available to meet requirements	Enhanced organisational training to meet requirements delivered	Each Divisional Officer	Highly motivated people
Upskilling of sufficient personnel/skill sharing so as to ensure that no strategic job cannot be covered in the event of absence-planned or unplanned	This forms part of an ongoing audit of absence and related issues in the Western Region –linked in with pilot programme (SAMS). Recommendations arising from audit and pilot programme will drive this action	Implementation of relevant recommendations	Each Divisional Officer	Better service to citizens
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	Enhance facilities for dealing with persons detained in custody	<ul style="list-style-type: none"> Co-operation with Programme to provide Custody CCTV in Garda Stations upon commencement Programme to update cell accommodation rolled out at Regional level 	Each Divisional Officer	More effective use of resources
Enable smart processes and technologies to support frontline policing delivery	Assist in implementation of the ICT Strategy 2010-12 Sufficient training provided to personnel; sufficient access to the Portal; increased and widespread use of e-mail	Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved	Each Divisional Officer	Assistant Commissioner, Western Region, Each Divisional Officer
Ensure value for money in the management of resources	Participation in the management of Regional and Corporate Risk for the Western Region	Western Regional Risk Register maintained in line with organisation policy	Participation in Pilot Rollout of new Sickness Absence Management System	Compliance with outcomes and recommendations of pilot project. (SAMS)

Enhance our corporate commitment to the environment	Assist in the implementation of the Garda Environmental and Energy Strategy	Garda Environmental and Energy Strategy implemented in the Western Region	Each Divisional Officer
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