



**An Garda Síochána
South Eastern Region
Policing Plan 2012**

'Working with our Communities'

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Foreword

I am pleased to present the 2012 Annual Policing Plan for the South Eastern Region of An Garda Síochána. The Region comprises of the four Divisions of Kilkenny/Carlow, Waterford, Tipperary and Wexford, which are aligned with the Local Authorities county boundaries which further facilitates and enhances active collaboration with other public agencies and authorities. The Regional Headquarters is located in Kilkenny City.

The Regional plan reflects the actions required to achieve the expected outcomes of the six strategic objectives for the final phase of the three year planning cycle outlined in An Garda Síochána's Strategy Statement 2010 – 2012. It also 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 delivery of the Garda Service in the South Eastern Region will be guided by the key imperatives of public safety, public confidence and transparent public accountability.

The plan builds on our success and learning in 2011 and is underpinned by the four key values of our Corporate Strategy 2010 – 2012 which are:

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 priorities and concerns of our communities are at the core of the plan, which gives practical effect to our Mission Statement – ***'Working with Communities to Protect and Serve'***.

Our key focus is to improve the quality of life of our communities through working collaboratively with, supporting and strengthening the partnerships and networks already forged including engaging fully with Joint Policing Committees.

We will proactively target and provide an effective response to the challenges of crime, anti-social behaviour and road safety. We will continue our strategy to deliver on work largely unseen by the community which tackles, disrupts and prosecutes those involved in serious organised crime including drugs and terrorism. We will continue to engage meaningfully with young people, protect our most vulnerable persons and respond sensitively and effectively to victims of crime. These approaches and strategies will be informed by a focus on intelligence led operations, high visibility patrolling and a commitment to utilise resources to deliver the best possible outcomes. Road safety remains an issue of paramount importance in our policing plan, and our objective is to further reduce the incidents of fatal and serious injury collisions on our roads and to deny the use of our roads network for criminal activity.

As we implement this plan, the staff of An Garda Síochána in the South Eastern Region remains committed to delivering a quality policing service in a diverse and demanding environment, and working with you for the overall benefit of the community.

We thank you for your ongoing support and co-operation which is vital to the delivery of a policing service. We welcome your feedback and constructive suggestions. These will further enhance our capability to provide a continuously improving policing service that is aligned to community needs and expectations.

Gerard Phillips

Assistant Commissioner

AMHARC

*Daoine Sármhaith ag cur
Póiliniú Faoi Leith ar Fáil*

RÁITEAS MISIN

*Ag obair le Pobail Chun iad a
Chosain agus chun freastal orthu*

ÁR LUACHANNA

Macántacht

- A bheith macánta, cothrom, ceart agus cóir

Freagracht

- Ag glacadh le freagracht pearsanta agus ag cinntiú go mbíonn an pobail freagrach

Meas

- Go raibh meas ar dhaoine agus a riachtanaisí agus ar a gCearta Daonna

Proifisiúntacht

- Ag cur seirbhís proifisúnta ar fail don pobail uilig

VISION

*Excellent people delivering
policing excellence*

MISSION

*Working with Communities to
Protect and Serve*

VALUES

Honesty

- Being honest and ethical and adhering to the principles of fairness and justice

Accountability

- Accepting individual responsibility and ensuring public accountability

Respect

- Having respect for people, their Human Rights and their needs

Professionalism

- Providing a professional policing service to all communities

Policing Priorities for An Garda Síochána for 2012 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 this policing plan we are required to have regard to the priorities of the Minister for Justice and Equality and to the Garda Strategy Statement. We are 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 2012

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, 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 and white collar crime.

Policing Communities

To provide a policing service which meets the needs of local communities.

Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads 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

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
<p>Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</p> <p>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</p> <p>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</p>	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and Regional Units of emerging patterns, trends and thus assist in critical decision making</p> <p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p> <p>Working with Crime & Security, International Security and Police partners in combating terrorist procurement, financing and operational activities</p> <p>The timely dissemination of intelligence to support operational management in the targeting of terrorist and extremist elements</p> <p>Continued assessment and dissemination of intelligence relative to the organised crime and terrorist interface</p>	<p>Divisional plans to tackle dissident republican activities drafted, approved and implemented</p> <p>Regional seminar on the topic of 'Dissident Republican Activities' completed</p> <p>The number of successful interventions in thwarting terrorist grouping operational activity</p> <p>The timely delivery of quality intelligence packages.</p> <p>Automation of trace requests with O2 completed</p> <p>The implementation and training of personnel in the use of the CHIS Charter System completed</p> <p>The number of successful interventions in tackling links between organised groups and terrorist organisations</p>	<p>Each Chief Superintendent South Eastern Region & Regional Detective Superintendent</p>	<p>A secure nation</p>

<p>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</p>	<p>Work with the Office of Emergency Planning, in conducting a Regional Risk Assessment</p> <p>Implementation of the Major Emergency Management Programme 2012</p>	<p>Risk assessment of major emergency hazards conducted in each Division</p> <p>Minimum of two major emergency planning exercises conducted in each designated major emergency region</p> <p>Interagency Guidance Documents and Protocols developed for:</p> <ul style="list-style-type: none"> • Interagency coordination of motorway incidents. • Interagency major emergency media plan template • Interagency Mass Fatality Plan 	<p>Each Chief Superintendent South Eastern Region & Regional Traffic Inspector</p>	<p>An active role in enhancing national security</p>
<p>Prepare for Ireland’s Presidency of the EU Council, January to June 2013</p>	<p>In conjunction with Government Departments participate in developing security requirements for Irelands EU Presidency prior to and during January – June 2013</p> <p>Prepare for An Garda Síochána’s participation in Justice & Home Affairs Council Working Groups during Ireland’s EU Presidency – January to June 2013</p>	<p>Garda plans and structures in place for all security arrangements for Irelands EU Presidency January – June 2013</p> <p>Meetings of Garda Presidency Working Group scheduled and co-ordinated</p> <p>Garda representation at all meetings of Dept of Justice & Equality Sectoral Presidency Working Group</p> <p>Training requirements identified, and training provided, for Chairs and delegates of Council Working Groups</p>		

Confronting Crime

An Garda Síochána will continue to focus on the prevention of crime. This includes targeting volume property crimes such as burglaries and thefts as well as crimes against the person such as assaults. Importantly, we will ensure that we target those crimes that impact on vulnerable members of our communities, including crimes against children, domestic violence and hate crimes. We will also seek to tackle organised crime through intelligence and analysis, white collar crime and e-crime. Overall, our aim is to reduce crime and the fear of crime.

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Tackle property crime</p>	<p>Crime prevention, tackling offenders, especially repeat offenders, and targeting crime hotspots as identified by analysis. This will reduce property crimes such as burglaries, thefts, and robberies</p>	<p>Reduced property crime</p> <p>Increased detections for property crime</p>	<p>Each Chief Superintendent South Eastern Region & Regional Detective Superintendent</p>	<p>Reduced crime and the fear of crime</p>
<p>Tackle crimes against the person</p>	<p>Pro-active and analysis led policing of the night time economy</p> <p>Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations</p> <p>Enhancing the organisations capability of managing the risks associated with sex offenders</p> <p>On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p>	<p>Reduced crimes against the person</p> <p>Increased detections for crimes against the person</p> <p>No. of human trafficking offences identified and investigated</p> <p>Participation in the National Sex Offender Risk Assessment and Management Pilot Project (SORAM) within the South Eastern Region.; 4 formal meetings and 8 informal meetings held with Probation Service & HSE</p> <p>To work with the Strategic Committee established to liaise with the National Director, Children and Family Services. Biannual meetings held</p> <p>Reduced assaults</p>		
<p>Divert young people from crime</p>	<p>Working with other agencies to ensure that young people do not become involved in crime. Specifically, this will be achieved by challenging the behaviour of youths who offend, through the use of the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts</p>	<p>Quarterly briefings provided to Regional Management Team on the utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity</p>		

<p>Tackle organised crime</p>	<p>Using intelligence and analysis to inform operations against organised crime groups</p> <p>Work in partnership with Europol and other national and international agencies</p>	<p>Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out</p> <p>Number of Joint investigations undertaken with Revenue/Customs</p>	<p>Each Chief Superintendent South Eastern Region & Regional Detective Superintendent</p>	
<p>Tackle e-crime by</p>	<p>Focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders</p>	<p>Increased knowledge and competence in dealing with e-crime To work with the Computer forensic preliminary analysis unit when established</p>		
<p>Tackle white collar crime in all its forms</p>	<p>Proactive targeting of criminal organisations and individuals who engage in financial crime in areas of business, money laundering, terrorist financing and card payments</p> <p>Working in co-operation with the Director of Corporate Enforcement and other regulatory bodies to fully investigate complex commercial fraud cases using all the skills and resources at National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau</p>	<p>Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 14,52,63,64</p> <p>Reduced incidents of fraud and increased detections</p> <p>The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges</p> <p>Number of tax assessments raised against persons who have gained financially from criminal conduct (CAB)</p> <p>Number of commercial fraud investigations commenced (GBFI)</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 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>Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity</p>	<p>Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations</p> <p>Use of new technologies, such as the Automatic Number Plate Recognition system to deny the use of our roads for criminal activity</p> <p>The roll out of the Criminal Interdiction programme to all Traffic Corps members</p> <p>Speed enforcement carried out in speed enforcement zones using speed detection vehicles</p>	<p>Continued downward trend in road deaths and serious injuries</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 enforcement of Road Traffic Operations <p>Number of successful interceptions using A.N.P.R.</p> <p>Criminal Interdiction programme rolled out to all Traffic Corps members</p> <ul style="list-style-type: none"> • Number of targeted high visibility strategic crime checkpoints aimed at detecting and disrupting travelling criminals completed and implemented. • Number of criminal intelligence reports submitted by Traffic Corps personnel. <ul style="list-style-type: none"> • 6,000 hours of enforcement by Gosafe cameras competed per month • Deploy Garda Robot speed detection vehicles in speed enforcement zones. • Daily intercept speed detections in speed enforcement zones. 	<p>Each Chief Superintendent South Eastern Region & Regional Traffic Superintendent</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>

	<p>Deliver a range of prevention programmes</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes</p> <p>Continue to promote key messages on road safety, for example through Crime Call</p> <p>Continue to confront and change the behaviour of youths who commit road traffic offences</p> <p>Continue inter-departmental co-operation through bi-lateral and multi-agency operations</p>	<ul style="list-style-type: none"> • Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted nationally • Conduct one operation per quarter to enforce Driver Permit Legislation • Target enforcement of vehicle modification by young drivers • Delivery of schools programme to transition year students on a quarterly basis • Deliver Road Safety Presentation to employees of large companies such as VHI, ESB, Bord na Mona etc. • Deliver additional road safety initiatives such as road safety table quiz to secondary schools. <p>Road Safety messages delivered through Crimecall programmes, Bank Holiday Press Releases, National and Local Media Campaigns, Road Safety Stands at key event.</p> <p>Co-branding of road safety messages in conjunction with the Road Safety Authority developed and completed</p> <p>Delivery of Restorative Justice Road Safety Programme to youths who have committed Road Traffic Offences. No. of Road Traffic referrals dealt with restoratively</p> <p>GNTB to chair two meetings with relevant stakeholders in respect of Multi Agency Checkpoints. One bi-lateral agency checkpoint conducted in each Division per week. One multi agency checkpoint conducted in each Region per week. (Reported quarterly)</p>	<p style="text-align: center;">Each Chief Superintendent South Eastern Region & 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>
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Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Reduce public disorder and criminal damage</p>	<p>Proactive and innovative response to public disorder including analysis, identification of public order and anti-social behaviour hotspots, and deployment of appropriate resources</p> <p>Use of all available legislation, particularly in relation to underage drinking and illegal drug taking</p>	<p>Public disorder reduced</p> <p>Criminal damage reduced</p> <p>Number of alcohol test purchase operations conducted in each Division</p>	<p>Each Chief Superintendent South Eastern Region</p>	<p>Safer and more peaceful local communities</p>
<p>Improve the feeling of safety in the community</p>	<p>Continued liaison 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>The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour</p> <p>Enhanced community safety through targeted high visibility patrols and better use of all available technology</p> <p>Promote greater use of the Garda Agecard to reduce the consumption and sale of alcohol to people under 18 years of age</p>	<p>Strategic Partnerships established with Vintner Associations and Responsible Retail Alcohol in Ireland (RRAI) within each Division</p> <p>The number of behaviour warnings and good behaviour contracts issued within each Division</p> <p>Increased feelings of safety in the community. A Plan for information led high visibility patrolling developed and implemented</p> <p>Two National Agecard Awareness Campaigns conducted in each Division using local media</p>		

Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service. We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<p>Continue meaningful engagement with young people</p> <p>Ensure the protection of vulnerable persons and groups</p> <p>Improved understanding and responsiveness to community needs</p> <p>Recognising and responding to the needs of the victims of crime</p>	<p>The implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes</p> <p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people</p> <p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign</p> <p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p> <p>Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations</p> <p>Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p> <p>Actions necessary to implement draft EU Directive on Victims identified and an implementation plan agreed</p>	<p>Year One of the Garda Youth and Children Strategy implemented</p> <p>Participate in Youth Fora evaluation</p> <p>Final year of the Garda Diversity Strategy implemented</p> <p>Continued implementation of the Garda Older People Strategy</p> <p>Two Supporting Safer Community Campaigns delivered</p> <p>To participate in the development of New Neighbourhood Watch, and Community Alert, guidelines developed within the context of the National Community Policing Model</p> <p>Active participation in all established JPCs and local policing fora</p> <p>Commitments to Garda Victims Charter monitored</p> <p>Actions for implementation of draft EU Directive on Victims of Crime identified</p>	<p>Each Chief Superintendent South Eastern Region</p>	<p>Trust and confidence in the Garda service</p>

An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
Workforce Planning	Continued implementation of the Public Service (Croke Park) Agreement 2010-2014. This includes the continued programme of civilianisation with the aim of maximising the number of Gardaí available for operational duty	Participation in the delivery within the set timeframes of <ul style="list-style-type: none"> • a performance management framework for all staff of An Garda Síochána • a rostering/attendance system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive. • appropriate reporting arrangements between An Garda Síochána & civilian support staff 	Each Chief Superintendent South Eastern Region	Highly motivated people
Organisational Reform	Improved procedures for the reporting of sickness absences and injury on duty to facilitate earlier intervention by Occupational Health Service, Employee Assistance Service and HR	Reduced absences Injury on Duty Policy reviewed		Better service to citizens
Ensure value for money and the innovative use of resources	Delivery of policing within the Garda budget, including the effective use of resources Continued achievement of savings through procurement strategies Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy	Policing service delivered within budget Continued implementation of the Corporate Procurement Plan 2010-2012 in each Division Year Two of the Garda Environmental Strategy implemented		

<p>Enable smart processes and technologies to support frontline policing delivery</p>	<p>Implementation of identified interventions under the strategic review of the operational effectiveness and resilience under the GRACE programme (Garda Response to a Changing Environment)</p> <p>To use technology to support operational policing</p>	<p>Financial savings and efficiencies achieved through GRACE recommendations</p> <p>Full implementation of station closures, district amalgamation, & reduced opening hours programme</p> <p>Rollout of Voice Over IP technology to replace legacy and obsolete PBX systems covering 170 stations completed</p> <p>Comprehensive ICT Security review completed</p> <p>Replacement of SIVRE equipment at 45 locations completed</p> <p>Deployment of IT system to support PALF</p> <p>IT system to support Rosters procured</p> <p>ICT cost reductions in line with targets set by GRACE programme implemented</p>	<p>Each Chief Superintendent South Eastern Region</p>	<p>More effective use of resources</p>
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REGIONAL MANAGEMENT PERSONNEL CONTACT DETAILS

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