



An Garda Síochána

Sligo/Leitrim Divisional

Policing Plan 2012

'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 Sligo/Leitrim Division for the year 2012. This plan outlines our strategic goals for the final 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 as well as the outcomes of consultations with our key stakeholders.

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

In presenting this plan, I am particularly cognisant of the challenges posed as a result of the current economic circumstances. However, I am confident through effective leadership and management, in addition to prioritisation of budgets, we will work with our communities in an effective manner through 2012.

As we implement this plan we remain committed to delivering the highest standards of professional policing for the benefit of the community as a whole, we thank you for your continued support and look forward to capitalising on and improving relationships in 2012.

JIM SHERIDAN
CHIEF SUPERINTENDENT

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
<p>Continue to identify and analyse the threats to the Division emanating from terrorist and extremist groups and take appropriate action</p>	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and Divisional Garda personal of emerging patterns, trends and thus assist in critical decision making</p>	<p>Continued monitoring of subversives. Gathering & collating of intelligence. Planned operations. Random High Visibility checkpoints.</p>	<p>Detective Inspector Each Superintendent & Detective Sergeant.</p>	<p>A secure Division</p>
<p>Continue to identify and analyse intelligence to prevent attacks from terrorist and any extremist elements within the Division.</p>	<p>The maintenance of awareness within the Division of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p> <p>Continued Interaction and information sharing with the Police Service of Northern Ireland (PSNI) in accordance with the Cross Border Policing Strategy</p> <p>Identifying and targeting the links between organised crime gangs and subversive/terrorist groups</p> <p>Working with PSNI in combating terrorism.</p>	<p>“Dissident Republican Activities’ to be part of the agenda of the Divisional Accountability meetings. CIO to brief members with up to date data on subversive activity within the Division on a regular basis.</p> <p>Cross border Meetings with PNSI ensuring intelligence shared within both Police services.</p> <p>.</p> <p>Identifying links between organised crime gangs and subversive/terrorist groups throughout the Division and targeting same.</p> <p>Identify extremist groups through intelligence gathering operations.</p>	<p>Detective Inspector Each Superintendent & Detective Sergeant.</p>	

<p>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</p>	<p>Analysis of intelligence gathered to ensure timely support for operational management in the targeting of terrorist and extremist elements</p> <p>Continued assessment and dissemination of intelligence relative to organised crime.</p>	<p>Planned searches through intelligence led operations utilising Regional Support Unit. Random checkpoints - Uniform/Detective targeting cross border gangs.</p>	<p>Detective Inspector Each Superintendent & Detective Sergeant.</p>	<p>An active role in enhancing Divisional Security</p>
<p>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</p>	<p>Major Emergency Planning Implementation of the Major Emergency Management Programme 2012</p>	<p>Lead agency in a Table Top exercise in Carrick-on-Shannon in second quarter of 2012.</p> <p>One live exercise in Sligo in third quarter of 2012.</p> <p>Review all information managers in Sligo/Leitrim to ensure that there are a adequate number trained in each district.</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	
Tackle property crime	<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>Pro-active and analysis led policing of the night time economy</p>	<p>High visibility patrols in areas identified as crime hotspots.</p> <p>Talks by CPO to stakeholders and community groups in the Division on crime prevention</p> <p>Continued emphasis on tackling crimes against the person</p>	<p>Detective Inspector Each Superintendent & Detective Sergeant.</p>	<p>Reduced crime and the fear of crime</p>	
Tackle crimes against the person	<p>Continue tackling sexual crimes, human trafficking and crimes against children using Divisional and other Services to support investigations.</p> <p>Ensure Sligo/Leitrim achieves its objective 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>Human trafficking offences identified and investigated</p> <p>Continued emphasis to be placed on enforcement of Domestic Violence legislation.</p>			
Divert young people from crime	<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>Interaction between Gardaí and Community Groups by been involved in Youth Clubs, and other activities involving young people. Implementation of the Garda Schools programme.</p>			<p>Detective Inspector Each Superintendent & Detective Sergeant</p>
Tackle organised Crime	<p>Using intelligence and analysis to inform operations against organised crime groups.</p>	<p>Using intelligence services of Regional Crime Analysis.</p>			

<p>Tackle e-crime</p>	<p>Focusing on reducing fraud through active engagement with the community and business stakeholders.</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>Tackle white collar crime in all its forms</p>	<p>Liaise with National Support Services to ensure 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>Continue to liaise with CAB in utilising their knowledge and expertises in the investigation and compilation of files which are of a complex nature.</p>	<p>Detective Inspector Each Superintendent</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
Continued emphasis in road policing with the strategic objective of reducing incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity	Continued implementation of High Visibility Strategy through targeted intelligence and analysis based on enforcement of roads policing and road safety operations.	High visibility checkpoints Covert and Overt operations at identified black spots. <ul style="list-style-type: none"> • Maintain compliance with speed limits • Maintain compliance with drink driving legislation • Number of Road Traffic Operations 	Traffic Inspector Each Superintendent & Each Traffic Sergeant	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Use of new technologies, such as the Automatic Number Plate Recognition (ANPR) system to deny the use of our roads for criminal activity	Number of successful interceptions using A.N.P.R.		
	Speed enforcement carried out in speed enforcement zones using speed detection vehicles Deliver a range of prevention programmes	Continue to monitor, review and support the activities of go safe in speed enforcement areas.	Traffic Inspector Each Superintendent & Each Traffic Sergeant	
	Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes	Road safety to be part of the schools programme delivered to students in secondary schools especially transition and leaving cert students.		
	Continue to promote key messages on road safety, for example through Local Media.	Use of local media, Radio and TV to promote Road Safety.		
Continue to confront and change the behaviour of youths who commit road traffic offences.	Support the delivery of all initiatives in the area of Road Safety Programmes to youths who have transgressed under the Road Traffic Act.			

	<p>Continue inter-departmental co-operation through bi-lateral and multi-agency operations</p>	<p>Multi-agency checkpoints to be carried out on a regular basis.</p>	<p>Traffic Inspector Each Superintendent & Each Traffic Sergeant</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 style="text-align: center;">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>Identify hotspots and utilise High Visibility Foot patrols and Mountain Bike patrols to prevent/ reduce Public Order incidents and anti social behaviour.</p> <p>Inspection of licensed premises/Off-Licence in the Division to detect underage drinking. Number of alcohol test purchase operations conducted throughout the Division.</p>	<p>Each Superintendent Each Sergeant i/c & Each Unit Sergeant Each D/Sergeant.</p>	<p>Safer and more peaceful local communities</p>
<p style="text-align: center;">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>Enhanced community safety through targeted high visibility patrols and better use of all available technology</p> <p>Promote greater use of the Garda Age card to reduce the consumption and sale of alcohol to people under 18 years of age</p>	<p>Regular meetings with Vintners Association and other Stakeholders and those involved in operating night time venues for financial reward.</p> <p>Increased High Visibility foot patrols, mountain bike patrols in areas associated with anti-social behaviour and identification of offenders in the community associated with this sort of crime.</p>	<p>Each Superintendent Each Sergeant i/c & Each Unit Sergeant Each D/Sergeant.</p> <p>Each Superintendent Each Sergeant i/c & Each Unit Sergeant Each D/Sergeant.</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>Support the implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes.</p>	<p>Garda Youth and Children's Strategy embraced.</p>	<p>Each Superintendent</p>	<p>Trust and confidence in the Garda service in the Sligo/Leitrim Division.</p>
<p>Ensure the protection of vulnerable persons and groups</p>	<p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people</p>	<p>Final year of the Garda Diversity Strategy implemented</p>		
<p>Improved understanding and responsiveness to community needs</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 Garda Older People Strategy.</p>		
<p>Recognising and responding to the needs of the victims of crime</p>	<p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p>	<p>Ensuring that Neighbourhood Watch or Community alert are established and up and running in each Garda sub-district within the Division.</p>		
<p>Recognising and responding to the needs of the victims of crime</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>Continue monthly meetings with JPCs and other interested parties to address their concerns.</p>		
<p>Recognising and responding to the needs of the victims of crime</p>	<p>Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p>	<p>Commitments to Garda Victims Charter monitored</p>		
<p>Recognising and responding to the needs of the victims of crime</p>	<p>Continued implementation of a call back strategy for victims of crime</p>	<p>Community Policing/Family liaison Personnel utilised when necessary.</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	Support the 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	Support the delivery within the set timeframes of <ul style="list-style-type: none"> • a performance management framework for all staff of An Garda Síochána in the Division. • 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 Superintendent Each Inspector Each Detective Inspector Each D/Sergeant Each Sergeant Each Garda Each D/Garda Civilian Personnel	Highly motivated Divisional Staff
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	Ensure sick records are updated immediately on report in compliance with SAMS protocols.		
Ensure value for money and the innovative use of resources	<p>Delivery of policing within the Garda budget, including the effective use of resources</p> <p>Continued achievement of savings through procurement strategies</p> <p>Assist in Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy</p>	<p>Procedures in place to monitor Overtime, Sub and Travel on a weekly basis to ensure expenditure is kept within budget and deployment of resources to counteract overspend.</p> <p>Continued implementation of the Corporate Procurement Plan 2010-2012</p> <p>Year Two of the Garda Environmental Strategy implemented</p>	Each Superintendent Each Inspector Each Detective Inspector Each D/Sergeant Each Sergeant Each Garda Each D/Garda Civilian Personnel	Better policing service provided in the Sligo/Leitrim Division.

<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>Continued use of technology to support operational policing</p> <p>Continued support for the implementation of saving initiatives by ICT</p>	<p>Financial savings and efficiencies achieved through GRACE recommendations.</p> <p>Divisional project board established to implement government policy on selected station closures, district amalgamation, & reduced opening hours programme within the Division.</p> <p>Increased use of conference calls</p> <p>Reduction in IT costs</p>	<p>Each Superintendent & Acting District Officer.</p>	<p>More effective use of resources</p>
--	---	--	--	---

