



AN GARDA SÍOCHÁNA

Sligo Leitrim Divisional Policing Plan 2023

“Keeping People Safe”
“Ag Coinneáil Daoine Sábháilte”



Divisional Officer's Foreword

It is with great pleasure that I present the Sligo/ Leitrim Policing Plan for 2023. The annual Policing Plan for Sligo/Leitrim Division sets out policing priorities for the coming year. It is created through consultation with our communities, feedback from Divisional staff, many other external stakeholders, and with reference to the Garda Síochána Strategy Statement 2023-2025.

Our 2023 policing plan seeks to maintain and expand our place at the centre of our communities.



We will prioritise providing services to victims of crime and in particular those who are most vulnerable within society. We value the importance of building new partnerships and enhancing our engagement with the community in line with our central mission of “**Keeping People Safe**”. We remain fully committed to our positive obligations under Section 42 of the Irish Human Rights and Equality Act 2014 and will enhance this in 2023 and by building our capacity through the following Strategies:-

- **Organised Crime Gang Strategy**
- **Operation Dualgas – Protection and Security our Coastline and Waterways**
- **Diversity, Equality, Inclusion and Transparency Strategy**

I am confident that the initiatives outlined in this plan will make a real difference to the communities of Counties Sligo and Leitrim which we are proud to serve. I look forward to meeting the challenges in the year ahead and encourage feedback from interested parties on any aspect of the Policing Plan now being embarked on for 2023. I wish to acknowledge the valuable contribution of the Joint Policing Committees and the trust and confidence placed in us by the wider community. We look forward to your continued interaction in 2023.

Finally, I would like to take this opportunity to thank Garda members and Garda Staff who continue to work hard to serve the needs of our community in these challenging times.

Chief Superintendent Aidan Glacken
Sligo Leitrim Division



How to contact your Division – Always call 999 or 112 in an emergency

Superintendents, and office contact	Station	Opening Hours	Telephone
Sligo District Superintendent Amanda Gaynor	Sligo	Open 24 hrs	0719157000
	Collooney	10AM-1PM	0719167122
	Rosses Point	10AM-1PM	0719177143
	Grange	10AM-1PM	0719163144
	Coolaney	10AM-1PM	0719167222
	Skreen	10AM-1PM	0719166662
Leitrim District Inspector Carla Curry Acting District Officer	Carrick On Shannon	Open 24 hrs	0719650510
	Ballinamore	10AM-1PM	0719644002
	Drumshanbo	10AM-1PM	0719641002
	Kinlough	10AM-1PM/ 12-1PM SUN	0719841412
	Manorhamilton	Open 24 hrs	0719820620
	Mohill	10AM-1PM	0719631002
Ballymote District Superintendent Padraig Burke	Ballymote	24HRS	0719189500
	Riverstown	10AM-1PM	0719165122
	Enniscrone	10AM-1PM	09636103
	Gurteen	10AM-1PM	0719182002
	Tubbercurry	10AM-1PM	071 9185002
Detective	Sligo/ Leitrim/ Ballymote	7AM – 4AM	071 9157000 071-9650510 071-9189500
Drugs	Sligo	7AM – 4AM	071-9157032
Diversity officers for the Division can be found at Sligo Garda Station 071-9157000			
Crime Prevention officers for the Division can be contacted at Sligo Garda Station 071-9157061			
Drug related intimidation inspectors can be contacted at Sligo Garda Station 071-9157033:			



1. Community

Continue to strengthen connections with communities, working in partnership to keep people safe.

National Targets

1.1 Work in partnership, through the Community Policing Framework, developing sustainable solutions to community concerns

1.2 Deliver a policing service that recognises the diversity of the people we serve

1.3 Work in partnership with other agencies to combat the harm caused by drug dealing in communities

Divisional Outcomes

Community concerns are identified and successfully and effectively managed in 2023. By working together in community partnerships we ensure real and meaningful engagement take place with people across the communities we serve. Trust is built, community cohesion strengthened and people are kept safe.

The provision of a victim centric and proactive response to crime. Increased engagement with minorities, marginalized and vulnerable persons. There is a positive impact on our community and those who need our help most are our priority.

Our communities are better protected from harm, fear and intimidation from criminals. Fear of crime is reduced and those involved in the sale/ supply of drugs are targeted, disrupted and prosecuted.

1. Our Regular Work with the Community

Work	Method	Work	Method
Continued Engagement with Joint Policing Committees (JPC)		Engagements with minority groups	
Collaboration with other State, Voluntary agencies and NGO's		Work with communities to prevent and prosecute drug sale & supply and combat Drug Related Intimidation	
Continued engagement with Youth – Divisional Youth awards & Delivery of the Garda Schools Programme		Community Policing and Garda Visibility in both urban and rural areas, addressing local fears and concerns.	
Business watch		Engagement with local elected representatives	



2. Tackling Crime & Preventative Policing

Proactively anticipating and addressing crime, including new and emerging crime trends, utilising effective information-led policing approaches.

National Targets	Divisional Outcomes
2.1 Deliver proactive, intelligence-led responses to volume crime to address current and emerging trends	Volume crime is reduced as a result of a sustained proactive approach and intelligence-led policing. New and emerging crime types are targeted.
2.2 Continue to enhance our capacity to address fraud and cyber-enabled crimes	Increased protection of individuals and businesses from fraud and cyber-enabled crimes.
2.3 Proactively disrupt Organised & Serious Crime in collaboration with national and international partners	The activities of known criminals which affect public safety are disrupted and criminal assets are seized.

2. Our Regular Work and Service Standards

Work	Method	Work	Method
Ongoing intelligence-led disruption of organised criminal activity.		Deliver targeted crime prevention advice in relation to fraud and cyber-enabled crime.	
Utilisation of Covert Human Intelligence System (CHIS), and CAB asset disruption.		Responsive and timely operations to tackle new/seasonal crime trends & issuing targeted crime prevention advice.	
Increased telephonic analysis capability and enhanced Cybercrime Investigation.		Ongoing development of Operation Dualgas – Coastal & Waterways Crime Prevention Initiative	
Key Indicator		Key Indicator	
JPC and community feedback.		Review of Key Performance Indicators.	
Feedback via Public Attitudes Survey.		Specific crime trend monitoring, including burglaries, public order and assaults.	



3. Victims & the Vulnerable

Reducing harm by promoting and protecting the dignity and Human Rights of victims and all vulnerable persons interacting with An Garda Síochána.

National Targets	Divisional Outcomes
3.1 Ensure all victims interacting with An Garda Síochána receive the appropriate service and supports with a particular focus on domestic, sexual and gender-based violence	Contact with victims of crime is increased and standards are maintained. Victims of domestic abuse and gender based violence receive an appropriate and timely Garda response.
3.2 Embed a system of outcomes-based measurement for all crime types, in addition to standard statistical reporting of crime	Outcomes based measurements are successfully utilised to identify new and improved methods of meeting policing objectives and Keeping People Safe
3.3 Promote and enforce responsible behaviour on our roads working in partnership with the Road Safety Authority and other partner agencies	Safer roads and Improved driver behaviour as a result of education, raised awareness via campaigns and targeted enforcement.

3. Our Regular Work and Service Standards

Work	Method	Work	Method
Domestic Violence victims call backs conducted in person and crime victims are contacted regularly		Continued assessment of victim related services to identify possible improvements in service provision.	
Specialist training and support of Divisional Protective Services Units SIOs and specialist Interviewers		Networking Governance approach "Measuring what Matters"	
Raising awareness and understanding of coercive control, through a variety of information campaigns.		Increasing Road Safety Awareness through Education, Collision Prevention Programmes and implementation of Roads Policing Operation Plan (RPOP)	
Key Indicator		Key Indicator	
Review of Key Performance Indicators.		Reduction in Fatal and serious injury road traffic collisions.	
Review of specific crimes, including Domestic Violence, Hate Crime		Monitoring of Joint Agency approach performance e.g. Tusla	



4. Protecting the Security of the Irish State

Protecting the Security of the State and its people from terrorism and threats to its vital interests.

National Targets

4.1 Ongoing implementation of the Security Service Development Plan strengthening the security and intelligence capability of An Garda Síochána

4.2 Ensuring preparedness for major emergencies through training, ongoing awareness building in An Garda Síochána and engagement in Major Emergency Management activities

4.3 Conduct intelligence-led operations, working in partnership with domestic and international agencies to proactively identify and disrupt terrorism and the activities of hostile actors

Divisional Outcomes

Increased operational capacity to identify and manage the threat posed by terrorist and extremists.

Increased organisational awareness and Divisional capacity to respond to major emergencies.

An Garda Síochána has a clear picture of domestic and international threats, and has the capacity to respond.



5. Sustainable Change & Innovation

Inspiring and sustaining a culture of continuous improvement, enhancing innovation and responsiveness to change.

National Targets

5.1 Enhance Change Capacity and Capability in An Garda Síochána through the implementation of the Change Management capacity-building plan.

5.2 Evolve towards a future state for An Garda Síochána, strengthening effectiveness, service delivery and realising our strategic objectives, underpinned by the vision of the Commission on the Future of Policing in Ireland

5.3 Build on existing sustainable practices in An Garda Síochána through the development of a Garda Environmental Sustainability Plan aligned to the Government Climate Action Plan

Divisional Outcomes

We ensure a smooth transition from existing systems to the Operating Model. We do so in confidence by ensuring Garda Members and Garda Staff are informed and assured in the transition period.

Our Division evolves and continues to align with long term government policy. A sustainable policing capacity is maintained in this changing environment.

We establish and develop an environmentally sustainable footprint and continue to build on our goal to achieve sustainable future service delivery.



Enabler 1: Partnerships

An Garda Síochána values being a people focused organisation

National Targets

E1.1 Enhance our capacity to provide appropriate Human Resources, Training, Learning and Development supports, enabling our personnel to succeed in their role

E1.2 Further support our personnel through the implementation of health and wellbeing initiatives aligned to the principles of the Health and Wellbeing Strategy

Divisional Outcomes

Personnel have the necessary training and development skills.

Garda members and staff feel supported in their working environment and achieve a good work/life balance.



Enabler 2: Partnerships

Engage and sustain strategic, collaborative partnerships to continually strengthen our knowledge, service and effectiveness.

National Targets

E2.1 Continue to work with partners to enhance our multi-disciplinary approaches

E2.2 Explore and develop opportunities for collaboration with specialists, universities, research hubs and internal and external thought leaders

Divisional Outcomes

Increased inter-agency co-operation and alignment of activities improves our service delivery.

Increased collaboration and engagement with internal and external resources.



Enabler 3: Engagement

Develop clear two-way communication and engagement through new and existing channels.

National Targets

E3.1 Strengthen two-way engagement with national and local level partners, listening to and understanding the needs of our communities.

E3.2 Understand and respond to the results of An Garda Síochána Culture Audit

Divisional Outcomes

Clearly defined open and transparent lines of communication are utilised and relationships with our partner agencies strengthened.

Our response to the Culture Audit ensures we continue to provide the best supports to our people and that we Keep Our People Supported



Enabler 4: Empowerment & Trust

Foster a culture of empowerment and trust, rooted in integrity and the protection of Human Rights.

National Targets

E4.1 Promote and strengthen professional conduct amongst An Garda Síochána personnel, fostering a culture of empowerment and trust.

E4.2 Roll out of An Garda Síochána Organisational Operating Model

Divisional Outcomes

Exemplary Professional conduct as standard, through ethical and considered decision making using the Code of Ethics and Garda Decision Making Model.

Successful implementation of the Operating Model in the Division measured by internal and external reviews.



Enabler 5: Information-Led Policing

Cultivate an information-led service, using data and technology to drive efficiencies, effectiveness and decision-making.

National Targets

E5.1 Enhance information-led policing through the implementation of the 2023 ICT Roadmap, advancing the realisation of our Data and Technology Vision

E5.2 Improve the consistency of our data by operationalising the data quality process, validated by an external review

Divisional Outcomes

Increased efficiency through the provision, enhancement and use of digital platforms.

Increased capacity to provide consistent and accurate data.



Finding Additional Support

Name	Website	Telephone	Email
Crime Victims Helpline	https://crimevictimshelpline.ie/	Freephone 11 6006 Text 085 133 7711 (standard text fees apply)	info@crimevictimshelpline.ie
Irish Tourist Assistance Service (ITAS)	https://www.itas.ie/	01 661 0562 1890 365 700	info@itas.ie
ADVIC Advocacy for Victims of Homicide Ireland	https://advic.ie/	086 127 2156	info@advic.ie
Samaritans	https://www.samaritans.org	116 123 (Freephone) Text 087 260 9090 (standard text fees apply)	io@samaritans.ie
Pieta House	https://www.pieta.ie/	066 71 63660 1800 247 247 (Helpline) Text Help to 51444	info@pieta.ie
Women's Aid	https://www.womensaid.ie/	1800 341 900 National Freephone Helpline	info@womensaid.ie
Childline	https://www.childline.ie/	1800 666 666 (Freephone) Text Talk to 50101	
ISPCC Irish Society for the Prevention of Cruelty to Children	https://www.ispcc.ie/	01 234 2000	info@ispcc.ie
CARI Children at Risk in Ireland	https://www.cari.ie/	01 830 8529	info@cari.ie
Oberstown Children Detention Campus Victim Liaison Service	https://www.oberstown.com/victim-liaison-service/	01 852 6445	vl@oberstown.com
Irish Prison Service Victim Liaison Service	https://www.irishprisons.ie/victim-liaison	043 333 5100	
Director Of Public Prosecutions (DPP)	https://www.dppireland.ie/	01 858 8500	
Dublin Rape Crisis Centre	https://www.drcc.ie/	1800778888	








Appendix: Public Attitude Survey (PAS)

Strategic Objectives	Measures
<p>Community - Continue to strengthen connections with communities, working in partnership to keep people safe</p>	<ul style="list-style-type: none"> • Proportion of respondents who report satisfaction with local Garda Service. • Proportion of respondents who perceive An Garda Síochána do not deal with things that matter in the community. • Proportion of respondents who state Gardaí in the area treat everyone fairly regardless of who they are. • Proportion of respondents who report An Garda Síochána listen to the concerns of local people. • Proportion of respondents who state the Gardaí would treat you with respect if you had contact with them for any reason. • Proportion of respondents who perceive An Garda Síochána as community focused.
<p>Tackling Crime & Preventative Policing - Proactively anticipating and addressing crime, including new and emerging crime trends, utilising effective information-led policing approaches</p>	<ul style="list-style-type: none"> • Proportion of respondents who perceive crime as a serious or very serious problem locally. • Proportion of respondents that worry they or anyone that lives with them may become a victim of cyber crime. • Proportion of respondents with fears about the level of crime in general. • Proportion of respondents for whom fear of crime has no impact on quality of life. • Proportion of respondents who are aware of Garda patrols. • Proportion of respondents who stated they were a victim of the same type of crime multiple time in the last 12 months. • Proportion of respondents who state An Garda Síochána is human-rights focused. • Proportion of respondents who perceive An Garda Síochána as effective in tackling crime. • Proportion of respondents who perceive Garda presence in their local area as about right. • Proportion of respondents who state the Gardaí in my area can be relied on to be there when you need them.
<p>Victims & the Vulnerable - Reducing harm by promoting and protecting the dignity and Human Rights of victims and all vulnerable persons interacting with An Garda Síochána</p>	<ul style="list-style-type: none"> • Proportion of victims who are quite satisfied or very satisfied with how An Garda Síochána handled their case. • Proportion of victims that reported their most recent crime experienced. • Proportion of respondents who stated for their most recent incident, Gardaí responded quickly when the incident was first reported. • Proportion of respondents who stated they were contacted by An Garda Síochána after their most recent incident was reported.
<p>Sustainable Change & Innovation - Inspiring and sustaining a culture of continuous improvement, enhancing innovation and responsiveness to change</p>	<ul style="list-style-type: none"> • Proportion of respondents who perceive An Garda Síochána is modern and progressive.
<p>Enablers -</p> <ol style="list-style-type: none"> 1. People & Purpose 2. Partnerships 3. Engagement 4. Empowerment & Trust 5. Information-Led Policing 	<ul style="list-style-type: none"> • Proportion of respondents who state An Garda Síochána is well managed. • Proportion of respondents who agree or strongly agree that An Garda Síochána is representative of the diverse communities it serves. • Proportion of respondents who report having a medium to high trust in An Garda Síochána.



Icon Bank

Meaning	Icon
	Virtual meeting
	In person Meeting
	By phone
	By email
	By post
	By radio
	By television
	Through social media
	Media Campaigns
	Training
	Through corporate systems
	In person Gardaí
	Plain Clothes Gardaí
	CCTV
	On foot
	By bicycle
	With Cars
	By Motorcycle
	On buses
	On trains





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