

# **An Garda Síochána**



## **An Garda Síochána Donegal Division Policing Plan 2010**

*Working with our Communities*

# *'Working with our Communities'*

At the core of the Strategy Statement are four core 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

They will guide all of our actions and will serve as our cultural cornerstones. They are inherent and sacrosanct and can never be compromised

## **FOREWORD FROM THE DONEGAL DIVISIONAL OFFICER.**

This Policing Plan represents the goals of An Garda Síochána in the Donegal Division for 2010 with a view to attaining the vision set out by An Garda Síochána Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005.



In preparing this policing plan, I have sought submissions from our stakeholders, including public representatives, Donegal County Council, HSE and local community groups throughout Donegal. I received a number of excellent submissions and many aspects of those submissions have been incorporated into the Plan.

There continues to be a significant threat from dissident republicans within the Donegal division. In 2009, there were a number of dissident related incidents with an increase of cross border criminal activity. An Garda Síochána as an organisation are committed to protecting our citizens from organised criminal gangs. To minimise the threat of Tiger Kidnappings I have allocated a Detective Sergeant to Ballybofey during 2009 to co-ordinate and improve border operations to counter this threat. A Detective Sergeant will also be appointed with responsibility for the Ballyshannon and Glenties Districts in 2010. In addition to this a Regional Support Unit will be established this year at Ballyshannon.

There will be an increased emphasis on targeting property crime in 2010. I intend to enhance crime prevention by appointing an assistant to the Crime Prevention Officer. There will be intelligence lead operations against specific individuals and gangs involved in persistent property crime. Drugs enforcement will be continued through targeted operations and by maintaining the strength of Divisional Drugs units. This strategy proved hugely effective in 2009.

The strict enforcement of Road Traffic legislation and mandatory alcohol breath testing contributed to a significant reduction in the number of fatalities on the roads in Donegal in 2009. An Garda Síochána, along with its partners in the Donegal Road Safety Working Group, will continue our efforts throughout 2010 with a view to further improving road safety in Donegal. The establishment of a Divisional Traffic Unit in Bunbeg will be introduced to

improve road safety in the west of the County. A number of vehicles with ANPR (Automated Number Plate Recognition) are now in operation in the Division and these will be used in targeting prolific Road Traffic offenders, Criminals, and Stolen vehicles.


Joint Policing Committees have been established in Letterkenny, Buncrana, and Ballyshannon. We recognise communities concerns and we will endeavour to assess their needs. Our National Community Policing Strategy was rolled out last year and in this context, I intend to increase the number of Gardaí attached to Community Policing units throughout the Division to ensure that An Garda Síochána is more visible and accessible to the community in general. This is part of our commitment to the National Model of Community Policing.

An Garda Síochána's National Youth Strategy will receive priority in the Division in 2010 and continued emphasis will be placed on developing and enhancing the services we provide to young people throughout the Division this year. In this regard an additional position will be created for a Juvenile Liaison Officer at Letterkenny and a new Juvenile Liaison Officer will be appointed to this position this year. Further to this, a pilot project of the Garda Síochána's Case Management System for prolific young offenders will be run throughout Donegal Division in 2010 in collaboration with other interested State Agencies.

With respect to accommodation the custody suite in Letterkenny is fully operational. The new station in Buncrana will be officially opened during the first quarter. Sourcing Garda accommodation on Arranmore Island will continue as well as the acquisition of suitable accommodation at Carndonagh. A Divisional Property and Exhibits store will be completed at Letterkenny station in the first quarter.

The realignment of the Carrick and Glencolmcille Garda Districts from the Glenties District to the Ballyshannon District is currently under review. This is projected to be completed by the third quarter.

All Garda operations throughout 2010 will be conducted in the context of the current budgetary constraints. My management team and I will endeavour to maximise operations in an efficient and effective manner within budget to deliver the best possible policing service to the people of Donegal Division.

  
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**TERRY McGINN**  
**CHIEF SUPERINTENDENT.**

**11<sup>th</sup> January 2010.**

## **Ensuring our Nation's Security**

*Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities*

<b>Key Actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owners</b>	<b>Outcome</b>
Identify and analyse any threat to Nation and within the Region and respond appropriately	Utilising our analysis and intelligence gathering capability to identify any threats to Regional and Divisional security	No terrorist attacks occurring within the Division Identify and profile terrorist and subversive groups and individuals in each District Identify and target terrorist/subversive groups and individuals in each district	Each District Officer Detective Inspector. Criminal Intelligence Officers  Each District Officer Detective Inspector	<b>A Secure Division</b>
Enhance our capability to respond to National and Regional security threats	Continued interaction, and information exchanges, with International Security and Police Agencies	Review the security & immigration procedures at Carrickfin Airport  Enhance cross-border co-operation through regular cross border crime meetings with The Police Service Northern Ireland. Border Superintendents to attend regular cross border conferences with the Police Service Northern Ireland. Review Status of current schemes; integrate into the Donegal Community Police Model	Detective Inspector. Crime Prevention Officer  Each District Officer Detective Inspector  District Officers Letterkenny, Buncrana, and Ballyshannon. Each District Officer. Community Police Units	
Break any association between subversive, terrorist and organised crime gangs	Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist, and serious criminal activity	Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity and Individuals in each District  Enhanced intelligence gathering Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs	Each District Officer Detective Inspector  Each District Officer Detective Inspector	

<p>Maintain and develop An Garda Síochána's Major Emergency Plans / Capabilities</p>	<p>Review and build on the Watch Schemes in the Northern Region</p> <p>Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities</p>	<p>Enhance cross-border co-operation through regular meetings with the Police Service Northern Ireland</p> <p>Review and build on the Watch Scheme in the Donegal Divisions</p> <p>Plan and participate in one major emergency exercise.</p> <p>Continue to carry out risk assessments for National Major Emergency plans. Plan and conduct in one live major emergency exercise in the Division (Proposed Airport Accident scenario)</p>	<p>District Officers Letterkenny, Buncrana, and Ballyshannon.</p> <p>Each District Officer</p> <p>Divisional Officer, Major emergency Inspector Major emergency Co-ordination team</p>	
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## Confronting Crime

*In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities*

Key actions	This will be achieved by	Performance indicators	Process owner	Outcome
<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>Identifying, profiling and targeting organised crime gangs</li> </ul>	<p>Intelligence led operations against groups and individuals</p> <p>Full utilisation of the Garda Síochána Analysis Service to identify emerging trends, crime hotspots and enabling the effective, deployment of resources.</p> <p>Focused intelligence led operations against organised crime networks that pose the greatest threat. (Identify Links between criminal groups and dissident activity)</p> <p>Regular Crime Management meetings.</p> <p>Crime Bulletin produced and disseminated to each District Officer following every Crime Management Meeting</p>	<p>Property crime reduced</p> <p>Detections for property related crime increased</p> <p>Crimes against the person reduced</p> <p>Detections for crimes against the person increased</p> <p>Review of court processes and evidential issues completed</p>	<p>Each District Officer</p> <p>Each District Officer Detective/Inspector.</p> <p>Crime Managers</p>	<p><b>Reduced crime and the fear of crime</b></p>
<ul style="list-style-type: none"> <li>Targeting drug trafficking and low level street dealing</li> </ul>	<p>Target networks and the formulation of criminal gangs through intelligence led target operations</p> <p>Maintain and support the Divisional Drugs Unit, Donegal, Increase detections for sale/supply of drugs</p>	<p>Burglary associated incidents in Division reduced</p> <p>Detection rates for illegal firearms increased</p> <p>Crime Management System in Division setup, pilot in Letterkenny District. Training to be provided by Continuous Professional Development (CPD) Unit</p> <p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p> <p>Detections for sale/supply of drugs increased</p>	<p>Each District Officer</p> <p>Each District Officer Continuous Professional Development Unit</p> <p>Each District Officer Detective Inspector Criminal Intelligence Officers</p> <p>Divisional Drugs Unit</p>	

<ul style="list-style-type: none"> <li>Identifying and targeting assets which are the proceeds of crime</li> <li>Targeting human trafficking networks</li> </ul> <p><b>Target high volume property crime and crimes against the person, including:</b></p> <ul style="list-style-type: none"> <li>Crimes involving prohibited weapons</li> <li>Domestic violence incidents</li> <li>Crimes of a sexual nature</li> </ul>	<p>Increase detections for simple possession of drugs. Presumptive drug testing to be introduced in 2010. Analysis to be carried out locally for cases of simple possession</p> <p>Target the assets of persons involved in with the proceeds of criminal activity</p> <p>Establish whether human trafficking networks exist in the Division</p> <p>Criminal Asset Profilers in each Division to target the confiscation of the assets of individuals/Gangs. Working in partnership with international law enforcement agencies to identify and target human trafficking networks Effective use of available resources</p> <p>Increased crime prevention and reduction activities</p> <ul style="list-style-type: none"> <li>Active engagement with the community to deal with the threat posed by crime</li> <li>Working in partnership with relevant stakeholders and providing investigative support where appropriate</li> <li>Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of</li> </ul>	<p>Detections for simple possession of drugs increased Training and roll out of analysis kits to be obtained from Garda National Drugs Unit</p> <p>Utilise existing Criminal Asset profilers to target the confiscation of criminal assets</p> <p>Operation Sonnet to be run quarterly to target human trafficking offences and other breaches of immigration legislation</p> <p>Appoint an assistant Crime Prevention Officer to Donegal Division Detection rates for crimes of a sexual nature increased. Effect arrests for all domestic violence related incidents in accordance with national policy Ensure that appropriate victim support services are offered to all victims of domestic violence</p>	<p>Each District Officer</p> <p>Each District Officer Detective Inspector. Divisional Drugs Sergeant</p> <p>Each District Officer Immigration Officers</p> <p>Divisional Officer Each District Officer</p>	<p><b>Reduced crime and the fear of crime</b></p>
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<p>Enhance organisational capability in managing the risks associated with sex offenders</p> <p>Support the Forensic Science Laboratory in the development of the DNA database</p> <p>Deliver appropriate training in the management and investigation of crime</p>	<p>domestic violence and sexual crimes</p> <p>Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</p> <p>Ensure effective structures and processes are in place to progress its development</p> <p>Progress the development and delivery of appropriate training programmes by the Crime Training Faculty</p>	<p>Risk assessment to be completed in respect of every registered sex offender Every Listed sex offender managed by a nominated Garda</p> <p>All crime scenes to be examined by Scenes of Crime Unit personnel. Increase the number of hits achieved by Scenes of Crime Units. Where legal authority exists, photograph, and fingerprint all prisoners, persons whom receive a prison sentence. Structures developed in consultation with Forensic Science Laboratory</p> <p>Crime management and investigative capability enhanced</p>	<p>Each District Officer Inspector with Divisional responsibility for Sex Offenders</p> <p>Each District Officer. Divisional Scenes of Crime Unit</p> <p>Each District Officer</p>	<p><b>Reduced crime and the fear of crime</b></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 incidents of fatal and serious collisions on our roads during the lifetime of this Strategy. We will develop and implement initiatives which deny the use of our roads for criminal activity.*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Intelligence led enforcement of Road Traffic and Road Transport Legislation	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <ul style="list-style-type: none"> <li>• Determining the incidents of breaches of Road Transport legislation using available data</li> <li>• Full utilisation of detection equipment and enabling technology</li> <li>• Deployment of safety cameras at collision prone zones</li> </ul> <p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas:                      Increased compliance with speed limits                      Increased compliance with drink driving legislation                      Increased seatbelt wearing</p>	<p>Deaths and serious injuries reduced                      Detection rates for Drink driving and Dangerous driving increased</p> <p>Detections for breaches of Road Transport legislation increased.                      Training for Traffic Corps members in new legalisation</p> <p>Utilise traffic vehicles fitted with ANPR for improving criminal intelligence.                      Deployment of safety cameras at collision prone zones completed</p> <p>Conduct Operations as scheduled in the Roads Policing Plan 2010.                      Increase the number of mandatory alcohol testing checkpoints                      Detections for exceeding speed limits increased                      Detections for non wearing of seatbelts increased</p>	<p>Each District Officer</p> <p>Divisional Traffic Inspector</p> <p>Each District Officer</p> <p>Divisional Traffic Inspector</p> <p>Each District Officer</p> <p>Divisional Traffic Inspector.</p>	<b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>
Develop a cohesive approach to road safety campaigns	<p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> <li>• Targeted media campaigns during high risk periods and at major events</li> <li>• The delivery of Road Safety education,</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of road safety schools presentations</li> <li>• Utilise local media to highlight road safety awareness</li> </ul>	<p>Each District Officer                      Community Police</p>	

<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>in association with the Road Safety Authority, to schools and colleges</p> <ul style="list-style-type: none"> <li>• Co-operation with relevant stakeholders, including consulting with Local Authorities during collision investigations</li> </ul> <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> <li>• Conducting intelligence led checkpoints and patrols</li> <li>• The continued development of the Automated Number Plate Recognition System</li> <li>• Increasing levels and quality of intelligence</li> <li>• Provision of appropriate resources and training to ensure effective road policing</li> <li>• Set up new Traffic Unit in West of County</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy a divisional road safety team</li> <li>• Participate in regular meetings of the Collision Prevention Programme in each District</li> </ul> <p>Conduct intelligence led checkpoints and patrols, utilising ANPR systems and criminal intelligence information</p> <p>Ensure that ANPR systems are uploaded regularly. Continue Garda/PSNI Traffic policing co-operation and joint targeted operations</p> <p>New Traffic Unit to setup in Bunbeg</p>	<p>Divisional Traffic Units</p> <p>Each District Officer Traffic Inspector Border Superintendents</p> <p>Divisional Officer Superintendent Glenties Inspector Traffic</p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></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.*

<b>Key Actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
Reduce public disorder, assaults and criminal damage	Identifying and proactively targeting local 'hot spots' Public disorder reduced Assaults reduced Criminal damage reduced A faster response to reports of public disorder and anti-social behaviour Youth crime case management system introduced in all Garda divisions	Incidents of public disorder reduced  The introduction of a youth crime case management system	Each District Officer  Divisional officer	<b>Safer and more peaceful local communities</b>
Improved understanding and responsiveness to community needs	<ul style="list-style-type: none"> <li>• Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime</li> </ul>	Increase the number of meetings with licensed vintners to address issues of disorder and underage drinking. Incidents of public disorder reduced	Each District Officer	
	<ul style="list-style-type: none"> <li>• An increase in the use of Behaviour Warnings and Civil Orders (Anti-Social Behaviour Orders)</li> </ul>	Increase the number of behaviour warnings issued under the Criminal Justice Act, 2006 (Adults) & (Children)	Each District Officer	
	<ul style="list-style-type: none"> <li>• Consultation with relevant stakeholders on key issues and problems</li> <li>• The 'Feelings of Safety' in communities increased</li> <li>• Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour</li> </ul>	Conduct Local meetings with stakeholders, local communities  Increase the number of Community Police as part of the commitment to the National Model of Community Police plan. Continue to augment and review existing schemes in all Districts	Each District officer Crime Prevention Officer	
	Appoint an assistant Crime Prevention Officer to the Division	Assistant Crime Prevention Officer competition to be held	Divisional Officer	

## **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	<ul style="list-style-type: none"> <li>• Delivery of the National Model of Community Policing</li> <li>• Implementation of Garda Diversity Strategy</li> <li>• Implementation of the Strategy for Older People</li> <li>• Implementation of the Garda Youth and Children Strategy</li> </ul>	<p>National Model of Community Policing delivered</p> <p>Garda Diversity Strategy reviewed and assessed for implementation</p> <p>Strategy for Older People reviewed and assessed for implementation</p> <p>The Garda Youth and Children Strategy implemented</p>	<p>Divisional Officer, Each District Officer</p> <p>Each District Officer</p> <p>Each District Officer</p>	<p><b>Trust and confidence in Garda service</b></p>
Develop a Garda charter	Garda Charter developed and implementation commenced	Implemented as appropriate in Donegal Division		
A partnership approach to solving community problems	Playing an active role in the operation of Joint Policing Committees and working in partnership with community groups	Continue our participation and responsibilities in the recently established and existing Joint Policing Committees in Buncrana, Ballyshannon, and Letterkenny	District Officer, Buncrana, Letterkenny, and Ballyshannon	
Engaging with and supporting victims of crime	<ul style="list-style-type: none"> <li>• Assessing and reviewing the ‘letters to crime victims’ process</li> <li>• Review victim support mechanisms</li> <li>• Launch, and commence implementation of, the Garda Charter for crime victims</li> </ul>	<p>Recommendations of the review of ‘letters to crime victims’ implemented</p> <p>Policy developed and implementation commenced to enhance victim support mechanisms</p> <p>Garda Charter for Crime Victims launched and implementation commenced</p>	Each District Officer and Family Liaison Officers	

## **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	Implementation of the Lessons Learned Framework The number of Lessons Learned approved for adoption	The implementation of the framework at Divisional level once agreed  The implementation of the review at Divisional level once completed	Each District Officer	<b>Highly motivated people</b>
	Completing a review of the Garda Employee Assistance Programme A new Occupational Health model in place and functioning Developing an integrated partnership, involving all Garda employees A suitable 'fit for purpose' devolved partnership model established	The implementation of the partnership framework at Divisional level once agreed		
	Targeted training initiatives introduced to improve organisational competence	Targeted training delivered. Continuous Professional development Units to keep appraised of Divisional Training needs		
Enable smart processes and technologies to support frontline policing delivery	Development of a strategy to support the organisations core values	The implementation of the strategy at Divisional level once developed	Continuous Professional Development Unit	<b>Better service to citizens</b>
	Technical support for frontline staff including the continued planned rollout of National Digital Radio Project	National Digital Radio Project progressed as scheduled and due for rollout in Northern region in 2011		
	Continued development of e-working systems and solutions	Increased e-working processes		
	Implementation of mobile working solutions. Mobile solutions in place			

<p>Ensure value for money in the management of resources</p>	<p>Development and implementation of:</p> <ul style="list-style-type: none"> <li>• A HR Strategy</li> <li>• An ICT Strategy</li> <li>• Operational Transport Strategy</li> </ul> <p>in support of the Strategy Statement 2010-2012</p> <p>Alignment of the 2010 Garda budget with the Annual Policing Plan</p> <p>Developing and implementing a new process for recording and reporting absence management across the Garda organisation</p> <p>Enhancing the reporting structures at all levels within An Garda Síochána. A streamlined organisational reporting structure implemented across the Garda organisation</p>	<p>Strategic plans developed and implementation commenced</p> <p>Policing priorities financed within the allocated budget</p> <p>Absence recording process implemented once developed</p> <p>Enhanced reporting structures implemented</p>	<p>Each District Officer</p>	<p><b>Highly motivated people</b></p>
<p>Improve the data quality of information collected by An Garda Síochána in order to support it's key operations</p>	<p>Strengthening practices and processes around data/information collection, recording and dissemination</p> <p>Improved quality of data</p>	<p>Improved quality of data and adherence to best practice in data protection.</p>		<p><b>Better service to citizens</b></p> <p><b>More effective use of resources</b></p>