



Sligo/Leitrim Divisional Policing Plan 2010

'Working with our Communities'

Foreword

I am pleased to introduce the Sligo/Leitrim Garda Division Annual Policing Plan 2010. This plan sets out our strategic priorities for the first year of the Commissioner's 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 200, as well as the outcomes of consultations with our key stakeholders.

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 cornerstones in the delivery of a quality policing service in the Sligo/Leitrim Division.

In presenting this plan, I am particularly cognisant of the challenges posed as a result of the changed economic circumstances which face us. However I am confident through effective leadership and management, in addition to the prioritisation of budgets, we will work with our communities to protect and serve through 2010.

The Sligo/Leitrim Gardaí have an established tradition of working closely with communities throughout the Division. The community must remain at the core of everything that we do, because they are our greatest ally in detecting and preventing crime and in safeguarding the people we serve.

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 to capitalising on and improving that relationship in 2010.

Michael O Sullivan
Chief Superintendent
Sligo/Leitrim

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

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Draft Priorities for An Garda Síochána for 2010 Determined by the Minister for Justice, Equality and Law Reform

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- (a) preserving peace and public order,
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security of the State,
- (e) preventing crime
- (f) bringing criminals to justice, including by detecting and investigating crime,
- (g) regulating and controlling road traffic and improving road safety;

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2010

The Minister has determined the following matters as priorities for the Garda Síochána for 2010, in accordance with Section 20 of the Garda Síochána Act 2005.

Security

To protect the State and the people against terrorism in all its forms.

Crime

To combat serious crime, in particular organised crime.

Policing Communities

To achieve the maximum levels of safety for local communities.

Customer Service

To complete and implement a Garda Charter which will improve the Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

Human Trafficking

To prevent and detect human trafficking and to protect victims.

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>Identify and analyse any threat to Divisional and Regional security and respond appropriately</p> <p>Enhance our capability to respond to Divisional and Regional Security threats</p> <p>Break any association between subversive, terrorist and organised crime gangs</p> <p>Maintain and develop Sligo/Leitrim Divisions Major Emergency Plans / Capabilities</p>	<p>Utilising our analysis and intelligence gathering capability to identify any threats to Divisional and Regional security</p> <p>Continued interaction, and information exchanges, with other Garda Divisions within the Northern Region and the Police Service of Northern Ireland</p> <p>Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity</p> <p>Continued interaction between all State and Private Agencies within the Sligo/Leitrim Division to develop Major Emergency Management capabilities</p>	<p>No terrorist attacks occurring within the Division</p> <p>Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity</p> <p>Enhanced intelligence gathering through human and electronic sources</p> <p>Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs</p> <p>Continue to carry out risk assessments for Divisional Major Emergency plans</p> <p>Carry out (1) Major Emergency Table Top exercise with other stakeholders in the Sligo/Leitrim Division.</p> <p>Review of Security at Sligo Regional Airport</p>	<p>Each District Officer.</p> <p>Acting District Officer Sligo.</p> <p>Each Inspector</p> <p>Detective Inspector</p> <p>Divisional Criminal Intelligence Officer.</p> <p>Acting District Officer Ballymote</p>	<p style="text-align: center;">A secure Division</p> <p style="text-align: center;">An active role in enhancing Divisional and National security</p>

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>Tackle organised crime by:</p> <ul style="list-style-type: none"> • Identifying, profiling and targeting organised crime gangs • Targeting drug trafficking and low level street dealing • Identifying and targeting assets which are the proceeds of crime • Targeting human trafficking networks <p>Target high volume property crime and crimes against the person, including:</p> <ul style="list-style-type: none"> • Crimes involving prohibited weapons • Domestic violence incidents • Crimes of a sexual nature <p>Enhance the Sligo/Leitrim Garda Division capability in managing the risks associated with sex offenders</p> <p>Deliver appropriate training in the management and investigation of crime</p>	<ul style="list-style-type: none"> • Intelligence led operations against groups and individuals • Implement Presumptive Drug Testing in the Sligo/Leitrim Division • Full utilisation of the Regional Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources • Working in partnership with other Divisions within the region/National Garda Units and the P.S.N.I. to identify and target human trafficking networks • Effective use of available resources <ul style="list-style-type: none"> • Increased crime prevention and reduction activities • Active engagement with the community to deal with the threat posed by crime • Working in partnership with relevant stakeholders and providing investigative support where appropriate • Consultation with key stakeholders, and relevant agencies, to enhance the services provided to the victims of domestic violence and sexual crimes <p>Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</p> <p>Progress the development and delivery of appropriate training programmes by the Divisional Continuous Professional Development Section in consultation with the Garda College</p>	<p>Focused intelligence led operations against organised crime networks that pose the greatest threat</p> <p>Crime Bulletin Produced and disseminated to every station following Crime Management Meetings</p> <p>Property crime reduced</p> <p>Increased detections for property related crime</p> <p>Crimes against the person reduced</p> <p>Increased detections for crimes against the person</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Crime management and investigative capability enhanced</p>	<p>Each District Officer.</p> <p>Each Acting District Officer Sligo.</p> <p>Each Inspector</p> <p>Detective Inspector</p> <p>Divisional Criminal intelligence Officer.</p> <p>Crime Scene Investigation Unit.</p> <p>Continuous Professional Development Unit</p>	<p>Reduced crime and the fear of crime</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 this Strategy. 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>Intelligence led enforcement of Road Traffic and Road Transport Legislation</p> <p>Develop a cohesive approach to Divisional road safety campaigns</p> <p>Increase roads policing capability in the Sligo/Leitrim Division to deny the use of our roads for criminal activity</p>	<p>Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour and:</p> <ul style="list-style-type: none"> • Determining the incidents of breaches of Road Transport legislation using available data • Full utilisation of detection equipment and enabling technology • Deployment of safety cameras at collision prone zones <p>Availing of all opportunities to highlight the importance of safe road use through:</p> <ul style="list-style-type: none"> • Targeted media campaigns during high risk periods and at major events • The delivery of Road Safety education, in association with the Road Safety Authority, to schools and colleges • Cooperation with relevant stakeholders, including consulting with the Local Authorities during collision investigations <p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> • Conducting intelligence led checkpoints and patrols • The continued development of the Automated Number Plate Recognition System within the Division • Increasing levels and quality of intelligence • Provision of appropriate resources and training to ensure effective roads policing 	<p>Deaths and serious injuries reduced</p> <p>Deployment of safety cameras at collision prone zones completed</p> <p>Targets, appropriate to An Garda Síochána, as set out in the Road Safety Strategy 2007-2012 achieved in the following areas:</p> <ul style="list-style-type: none"> • Increased compliance with speed limits • Increased compliance with drink driving legislation • Increased seatbelt wearing <p>Increase Number of Road Safety Lectures to Primary and Secondary Schools</p>	<p>Each District Officer.</p> <p>Each Acting District Officer Sligo.</p> <p>Each Inspector</p> <p>Divisional Traffic Inspector.</p> <p>PSV Inspector and Forensic Traffic Scene Investigators.</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries in the Sligo/ Leitrim Division</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>Reduce public disorder, assaults and criminal damage within the Sligo/Leitrim Division</p> <p>Improved understanding and responsiveness to the community needs in the Sligo/Leitrim Division</p>	<ul style="list-style-type: none"> • Identifying and proactively targeting local ‘hot spots’ • A faster response to reports of public disorder and anti-social behaviour • Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime • The introduction of a youth crime case management system • An increase in the use of Behaviour Warnings and Civil Orders (Anti Social Behaviour Orders) • Consultation with relevant stakeholders on key issues and problems • Adopting a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti social behaviour 	<p>Public disorder reduced</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Youth crime case management system introduced in the division</p> <p>The ‘Feelings of Safety’ in communities increased</p>	<p>Each District Officer.</p> <p>Each Acting District Officer Sligo.</p> <p>Each Inspector</p> <p>JLO Officers</p>	<p>Safer and more peaceful communities in each District of the Sligo/Leitrim Division</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
Work with and support all sections of our community	<ul style="list-style-type: none"> • Delivery of the National Model of Community Policing • Implementation of Garda Diversity Strategy • Implementation of the Strategy for Older People • Implementation of the Garda Youth and Children Strategy 	<p>National Model of Community Policing introduced in the Sligo/Leitrim Division</p> <p>Garda Diversity Strategy implemented</p> <p>Strategy for Older People implemented</p> <p>The Garda Youth and Children Strategy implemented</p>	Each District Officer	Trust and confidence in the Garda service
Develop a Garda charter		Garda Charter developed and implementation commenced	Each Acting District Officer Sligo	
A partnership approach to solving community problems	Playing a active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Participation in all established Joint Policing Committees –Sligo Borough JPC, County Sligo JPC and County Leitrim JPC		
Engaging with and supporting victims of crime	<ul style="list-style-type: none"> • Assessing and reviewing the ‘letters to crime victims’ process • Review victim support mechanisms • Launch, and commence implementation of, the Garda Charter for crime victims 	<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>	<p>Each Inspector</p> <p>JLO Officers</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
<p>The continued development of an excellent organisation</p> <p>Enable smart processes and technologies to support frontline policing delivery</p> <p>Ensure value for money in the management of resources</p>	<p>Implementation of the Lessons Learned Framework</p> <p>Implementing the outcome of the review of the Garda Employee Assistance Programme</p> <p>Developing an integrated partnership, involving all Garda employees</p> <p>Targeted training initiatives introduced to improve organisational competence</p> <p>Continued compliance with Accountability Framework</p> <p>Development of a strategy to support the organisations core values</p> <p>Technical support for frontline staff including the continued planned rollout of National Digital Radio Project</p> <p>Development and implementation of:</p> <ul style="list-style-type: none"> • A HR Strategy • An ICT Strategy • Operational Transport Strategy <p>in support of the Strategy Statement 2010-2012</p>	<p>The number of Lessons Learned approved for adoption</p> <p>A new Occupational Health model in place and functioning</p> <p>Implementation of a ‘fit for purpose’ devolved partnership model</p> <p>Targeted training delivered in consultation with Director of Training</p> <p>Meetings held at Divisional and District Level</p> <p>Implementation of Strategy when developed</p> <p>National Digital Radio Project (Northern Region scheduled for go live 1st quarter 2010)</p> <p>Implementation of strategies at divisional level when developed</p>	<p>Each District Officer</p> <p>Each Acting District Officer Sligo.</p> <p>Each Inspector</p> <p>Continuous Professional Development Unit</p>	<p>Highly motivated people</p> <p>Better service to citizens</p> <p>More effective use of resources</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</p> <p>Introduction of PEMS Sligo/Leitrim Division</p>	<p>Policing priorities financed within the voted budget</p> <p>Absence recording process implemented</p> <p>A streamlined organisational reporting structure implemented across the Garda organisation. Improved quality of data</p> <p>PEMS store operational</p>	<p>Each District Officer</p> <p>Each Acting District Officer Sligo</p> <p>Each Inspector</p> <p>Continuous Professional Development Unit</p>	
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