



**An Garda Síochána
Donegal Division.
Policing Plan 2011**

'Working with our Communities'

Foreword

It is my pleasure to introduce An Garda Síochána's Policing Plan for the Donegal Division for the year 2011. This plan outlines our strategic goals for the second 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.

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

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, 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 and to provide a community policing service which meets the demands of the public.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries 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 and bring offenders to justice promptly.

Human Trafficking

To prevent and detect human trafficking

FOREWORD FROM THE DONEGAL DIVISIONAL OFFICER.

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 2010, 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 2010 to Co-ordinate and improve border operations to counter this threat. A Detective Sergeant was also appointed with responsibility for the Ballyshannon and Glenties Districts in 2010. In addition to this, a Regional Support Unit has been established this year at Ballyshannon.

There will be an increased emphasis on targeting property crime in 2011. 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 2010 with significant successes against cannabis cultivation operations.

An Garda Síochána, along with its partners in the Donegal Road Safety Working Group, will continue our efforts throughout 2011 with a view to further improving road safety in Donegal following the multiple fatalities again in Inishowen. The establishment of a Divisional Traffic Unit in Bunbeg has been 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. The National roll out of Mobile Safety Speed Detection Camera in the Division will increase public awareness and deter speeding on the County's roads.

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 in 2009 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 2011 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 was created for a Juvenile Liaison Officer at Letterkenny. Further to this, a pilot project of the Garda Síochána's Case Management System for prolific young offenders was run throughout the Donegal Division in 2011 in collaboration with other interested State Agencies.

With respect to accommodation, the custody suite in Letterkenny is fully operational. The new station in Buncrana was officially opened in 2010. Creeslough and Ramelton Garda Stations will be refurbished in 2011. Sourcing Garda accommodation on Arranmore Island will continue as well as the acquisition of suitable accommodation at Carndonagh. A

Divisional Property and Exhibits Store has been completed at Letterkenny station and will be operational in the first quarter of 2011.

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 2011 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.

To assist the Garda Service in improving its delivery to the fullest, I invite you to feel free to contact me or any Chief Superintendent or member of the organisation in the Donegal Division at any time whether to address a concern, or to provide feedback on the service we provide. Your interaction with An Garda Síochána is vital and most valued. You can contact me at Letterkenny Garda Station, telephone 074-9167111 or by e-mail at Donegal_Dv@garda.ie.



JAMES SHERIDAN
CHIEF SUPERINTENDENT

09 September 2011

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*

Ráiteas Misín / Mission Statement:
‘Ag obair le Pobail chun iad a chosaint agus chun freastal orthu’
“Working with communities to protect and serve”

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
Identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>A heightened awareness of the threats posed by subversive groups, including a targeted approach to identifying and monitoring individuals involved in subversive activity</p> <p>Continuing to develop our intelligence gathering and analysis capability</p> <p>Continued interaction with Crime and Security section, other Garda Divisions, and International Security and Police Agencies</p>	<p>No terrorist attacks occurring within the Division</p> <p>Identify and profile terrorist and subversive groups and individuals in each District Identify and target terrorist/subversive groups and individuals in each district</p> <p>Crime & Security lead operations, regular briefings by the CIO of Units. Circulation of CIO bulletins. Prepare ongoing threat assessments</p>	<p>Each District Officer Detective Inspector Crime Prevention Officer</p> <p>Each District Officer Detective Inspector Criminal Intelligence Officers</p>	<p>A secure Division</p>
Disrupt and prevent Dissident Activity	<p>Continued Interaction and information sharing with the Police Service of Northern Ireland in accordance with the Cross Border Policing Strategy</p>	<p>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</p>	<p>District Officers Letterkenny, Buncrana, and Ballyshannon. Each District Officer</p>	
Disrupt the connection between organised crime gangs and subversive/terrorist groups	<p>Identifying and targeting the links between organised crime gangs and subversive/terrorist groups</p>	<p>Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity and Individuals in each District</p> <p>Enhanced intelligence gathering Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs</p>	<p>Each District Officer Detective Inspector</p> <p>Each District Officer Detective Inspector</p>	

<p>Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents</p> <p>Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'</p>	<p>Continuing to liaise with appropriate agencies and the Police Service of Northern Ireland in accordance with established protocols</p> <p>Adherence to international good practice</p> <p>Participation in Major Emergency Plan exercises with other agencies. Major Emergency Exercise (Tabletop) to be conducted in third quarter. Designated Inspector to provide presentations to all districts to familiarise personnel with Divisional Major Emergency Plans</p> <p>Conducting critical infrastructure audits</p>	<p>Enhanced Intelligence gathering Development of Covert Human Intelligence Sources Number of Intelligence Reports received. Number of planned and unplanned Operations carried out. Number of Profiles updated</p> <p>Number of Major Emergency Planning exercises conducted in all Garda Divisions</p> <p>Number of meetings with the Local Authorities and the Health Service Executive regarding the development of Divisional Major Emergency Plans</p> <p>Table top exercise to be conducted in 3rd quarter</p> <p>Number of Critical Infrastructure Audits conducted</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>Tackle organised crime by: Identifying and targeting human trafficking networks</p> <p>Proactively targeting drug trafficking, and low level street dealing</p> <p>Identifying and targeting assets which are the proceeds of crime</p>	<p>Intelligence Led operations against groups and individuals.</p> <p>The continued deployment of dedicated armed patrols both locally and regionally to disrupt the activities of criminal gangs. Full utilisation of the RSU</p>	<p>Continue to target property related crimes</p>	<p>Each District Officer</p>	<p>Reduced crime and the fear of crime</p>
<p>Asset profilers to continue to submit files to the Criminal Assets Bureau</p>	<p>The full utilisation of the Garda Síochána Analysis Service (GSAS) in identifying trends and suspects</p> <p>The full utilisation of all available legislation</p> <p>The effective use of intelligence-led briefings Joint operations in partnership with Customs and Revenue Officials and other relevant agencies</p>	<p>Number of joint Operations involving Detective Branch Personnel, Uniformed Personnel and other Statutory Agencies and the number of cross border operations carried out in consultation with the Police Service of Northern Ireland</p>	<p>Each District Officer Divisional Detective Inspector</p>	
	<p>Developing and implementing targeted operations aimed at street level drug dealing A proactive approach to targeting of 'Grow Houses'</p>	<p>Continue to assess drugs supply at street level by information led operations at Divisional Level</p>	<p>Each District Officer Divisional Detective Inspector Divisional Drug Unit</p>	
	<p>Implementing actions appropriate to An Garda Síochána as set out in the National Action Plan to Prevent and Combat the Trafficking of Human beings in Ireland 2010-2012</p>	<p>Operation Sonnet to be run quarterly to target human trafficking offences and other breaches of immigration. Review Immigration procedures at Carrickfin Airport</p>	<p>Each District Officer Each Divisional Chief Superintendent</p>	
<p>Target crimes against the person and high volume property crime, including:</p>				

<p>Crimes involving prohibited weapons Domestic violence incidents Crimes of a sexual nature</p> <p>Support and protect child victims</p> <p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<p>Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime The effective use of intelligence-led briefings Ongoing consultation with all relevant agencies to enhance services provided to victims of sexual abuse and domestic violence</p> <p>Interagency cooperation with the H.S.E. in relation to the investigation of crimes against children</p> <p>Ensuring the provisions of the Sex Offenders Act 2001 are implemented</p> <p>Fully Implementing Garda Policy on the Investigation of Sexual Crimes</p>	<p>Number of meetings with external stakeholders</p> <p>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>Number of detections for crimes against the person increased in line with Strategy Statement commitments. Explore the appointment of a second Crime Prevention Officer to Donegal Division</p> <p>Number of 'HSE Notification Actions' in relation to crimes against children</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</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>Each District Officer Nominated Inspectors Crime Prevention Officers and Divisional Scenes of Crime Unit</p> <p>Each District Officer Nominated Inspectors</p> <p>Each District Officer Nominated Inspectors</p>	<p>Reduced crime and the fear of crime</p>
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	<p>monthly Road Policing Unit briefings on criminal/subversive activities The provision of appropriate resources and training to ensure effective roads policing The continued development of ANPR The development of a Criminal Interdiction Programme for An Garda Síochána</p> <p>Availing of all opportunities to highlight the importance of safe road use through: 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 Co-operation with relevant stakeholders, including consulting with Local Authorities during collision investigations</p> <p>The establishment of a Roads Traffic Unit at Bunbeg</p>	<p>ANPR using 3G technology completed Criminal Interdiction Programme developed for all Traffic Corps members. Further training in the use of ANPR with an emphasis on a deeper analysis of the data contained on the system</p> <p>Increase the number of road safety schools presentations Utilise local media to highlight road safety awareness Deploy a divisional road safety team Participate in regular meetings of the Collision Prevention Programme in each District</p> <p>Review of the Units performance in the first quarter and the completion of the competition to permanently allocate personnel to Bunbeg</p>	<p>Regional Traffic Superintendent Divisional Traffic Inspector</p> <p>Community Police and Crime Prevention Officer</p> <p>Divisional Officer District Officer Glenties/Milford Regional Traffic Superintendent</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>Minimise the impact of public disorder, assaults and criminal damage</p> <p>Improved understanding and responsiveness to community needs</p>	<p>Through proactive analysis identify public order hotspots and deploy appropriate resources to identified areas in respect of alcohol and drug related anti-social behaviour and youth crime</p> <p>Providing a coordinated approach to incidents of public disorder and Anti-Social Behaviour</p> <p>Reducing the fear in communities caused by the incidents of antisocial behaviour by the continued use of behaviour warnings, good behaviour contracts, court orders and targeted operations</p> <p>Enhancing community safety through targeted high visibility patrols</p> <p>Full utilisation of all available legislation particularly in relation to underage drinking</p> <p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p> <p>Continuing to liaise 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>Holding of pre-event meetings and ongoing liaison with event promoters and organisers in relation to Major Events</p>	<p>Incidents of public disorder reduced. Will continue to target public order hotspots by proactive policing and greater liaison with community groups</p> <p>Public disorder reduced in line with Strategy Statement commitments</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Increased number of behaviour warnings issued under the Criminal Justice Act 2006 (Adults & Children)</p> <p>Number of test purchase operations</p> <p>Number of meetings with the Vintners Association and other stakeholders at Divisional and District level</p>	<p>Each District Officer</p> <p>Each District Officer</p> <p>Each District Officer Detective Inspector</p>	<p>Safer and more peaceful local communities</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>Work with and support all sections of our community</p>	<p>Ensuring that Community policing is embedded in all Communities</p>	<p>Commitment to Garda Síochána National Model of Community Policing delivered</p>	<p>Each District Officer Community Police Units</p>	<p>Trust and confidence in the Garda service</p>
	<p>Encouraging promoting and re-energising the Community Alert and Neighbourhood Watch Strategies</p>	<p>Number of active Community Alert and Neighbourhood Watch schemes</p>		
<p>Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities</p>	<p>Supporting the work of the National Children Services Implementation Group(NCSIG) and Children's Services Committee (CSC) Initiative</p>	<p>Support of and participation in CSCs in all Garda Districts</p>	<p>Each District Officer</p>	
	<p>The development of an implementation plan for Older People Strategy</p>	<p>Implementation of Older People Strategy</p>		
	<p>Implementation of the Garda Diversity Strategy 2010-2012</p>	<p>Implementation of plan to develop Youth & Children Strategy 2012-2014</p> <p>Garda Diversity Strategy implemented</p>		
<p>A partnership approach to solving community problems</p>	<p>Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups</p>	<p>Active participation in all established JPCs and Local Policing Form. JPC meetings to be held each quarter starting in Letterkenny on the 10th January 2010</p>	<p>Each District Officer</p>	
	<p>Implementing the recommendations of the JPC Survey 2010</p>	<p>Recommendations of the JPC Survey 2010 implemented</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
The continued development of an excellent organisation	The implementation of the Public Service (Croke Park) Agreement 2010-2014	Support the introduction of a performance management framework for An Garda Síochána Identify a rostering system that more closely matches the availability of staff with policing demands introduced Support the implementation of appropriate reporting arrangements	Divisional Chief Superintendent Each District Officer	Highly motivated people
	Support the implementation of the Strategic Change Framework	The Strategic Change Framework implemented		
Maintain compliance with Human rights and legislative requirements for persons in Garda custody	Identifying all training deficiencies in the Division and ensure there are sufficiently qualified personnel to meet requirements	Enhanced organisational training to meet requirements delivered Appointment of an assistant to the CPD Unit Letterkenny	Each Divisional Superintendent	Better service to citizens
	Enhance facilities for dealing with persons detained in custody	Support the Programme to provide Custody CCTV in Garda Stations commenced Letterkenny & Buncrana completed, Milford and Ballyshannon to be reviewed. Support the Programme to update cell accommodation implemented	Each Divisional Superintendent	
Enable smart processes and technologies to support frontline policing delivery	Support the implementation of the ICT Strategy 2010-2012	Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved Tetra to be introduced in the 1 st quarter. New computer software to be allocated to districts to expand PULSE availability	Divisional Chief Superintendent	More effective use of resources
Ensure value for money in the management of resources	Alignment of the 2011 Garda budget with the Annual Policing Plan	Policing priorities financed within the voted budget	Divisional Chief Superintendent	

<p>Enhance our corporate commitment to the environment</p>	<p>Working with National procurement Service to develop common approach to procurement capacity processes across all procurement areas</p> <p>Developing the management of risk by the continued rollout and support for organisational wide risk management</p> <p>Implementing the Garda Environmental and Energy Strategy</p>	<p>Support the implementation of a Corporate Procurement Plan . New towing contract at Divisional level. Procurement to be streamlined and most cost effect service implemented</p> <p>All organisational risk registers maintained in line with organisation policy</p> <p>Training in the management of risk completed</p> <p>Garda Environmental and Energy Strategy implemented Recycle introduced as a procurement competition</p> <p>Monitor the time lines for the submission of investigation files</p>	<p>Divisional Procurement Committee</p> <p>Appointed Inspector and trained risk management personnel</p>	
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