

# An Garda Síochána



## **Divisional Policing Plan 2012 for the Donegal Garda Division.**

*For further information contact:*

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

In preparing this policing plan, I emphasize that there continues to be a significant threat from dissident republicans within the Donegal division. In 2012, there were a number of dissident related incidents with an increase in cross border criminal activity. An Garda Síochána as an organisation are committed to protecting our citizens from organised criminal gangs.

There will be an increased emphasis on targeting property crime in 2012. 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 2011 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 2012 with a view to further improving road safety in Donegal. 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 operation of Mobile Safety Speed Detection Cameras in the Division has increased public awareness and shown a reduction in speeding on the County's roads.

Joint Policing Committees (JPCs) have been established on a local level in Letterkenny, Buncrana, and Bundoran and the County Donegal JPC operates effectively on a county-wide basis. We recognise communities concerns and we will endeavour to assess their needs.

All Garda operations throughout 2012 will be conducted in the context of the current budgetary constraints. Three stations, Culdaff, Dunkineely and An Dúchoraidh have been identified for closure in 2012. 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](mailto:Donegal_Dv@garda.ie).



**JAMES SHERIDAN**  
**CHIEF SUPERINTENDENT**

**14 November 2012**

## **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 Owner</b>	<b>Outcome</b>
<p><b>Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</b></p>	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and National Units of emerging patterns, trends and thus assist in critical decision making</p>	<p>Divisional plans to tackle dissident republican activities to be drafted, approved and implemented</p>	<p><b>Detective Inspector.</b></p>	<p><b>A secure nation</b></p>
	<p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</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><b>Divisional Officer Each District Officer Detective Inspector. Criminal Intelligence Officer.</b></p>	
	<p>Continued interaction with Crime and Security section, other Garda Regions, and International Security and Police Agencies</p>	<p>Crime &amp; Security lead operations, regular briefings by the CIO of Units. Circulation of CIO bulletins. Prepare ongoing threat assessments</p>	<p><b>Each District Officer Detective Inspector Criminal Intelligence Officers.</b></p>	
	<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 of Northern Ireland Border Superintendents to attend regular cross border conferences with the Police Service of Northern Ireland.</p>	<p><b>District Officers Letterkenny, Buncrana, and Ballyshannon.</b></p>	
<p><b>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</b></p>	<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><b>Each District Officer Detective Inspector</b></p>	
	<p>Working with International Security and Police partners in combating terrorist procurement, financing and operational activities</p>	<p>Enhanced intelligence gathering Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs</p>	<p><b>Each District Officer Detective Inspector</b></p>	

<p><b>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</b></p>	<p>The timely dissemination of intelligence to support operational management in the targeting of terrorist and extremist elements</p> <p>Continued assessment and dissemination of intelligence relative to the organised crime and terrorist interface</p>	<p>The timely delivery of quality intelligence packages.</p> <p>The implementation and training of personnel in the use of the CHIS Charter System completed</p> <p>Number of Intelligence Reports received. Number of planned and unplanned Operations carried out. Number of Profiles updated</p>	<p><b>Detective Inspector</b></p>	
<p><b>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</b></p>	<p>Work with the Office of Emergency Planning, in conducting a National Risk Assessment</p> <p>Implementation of the Major Emergency Management Programme 2012</p>	<p>Risk assessment of major emergency hazards conducted in each designated major emergency region</p> <p>Participate in emergency planning exercises to be conducted in each designated major emergency region</p> <p>Number of meetings with the Local Authorities and the Health Service Executive regarding the development of Divisional Major Emergency Plans</p> <p>Participation in Major Emergency Plan exercises with other agencies. Information Management training to be conducted.</p>	<p><b>Chief Superintendent Each Superintendent</b></p> <p><b>Divisional Major Emergency Inspector</b></p>	<p><b>An active role in enhancing national security</b></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
<b>Tackle property crime</b>	<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. H/Q 2/2012 Theft from Shops, Prevention- Reduction strategy 2012.</p> <p>Pro-active and analysis led policing of the night time economy</p>	<p>Reduced property crime. Use of Garda analysis service to tailor patrols to identified hotspots.</p> <p>Increased detections for property crime</p> <p>Reduced crimes against the person</p>	<b>Chief Superintendent Detective Inspector &amp; Each Superintendent</b>	<b>Reduced crime and the fear of crime</b>
<b>Tackle crimes against the person</b>	<p>Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations</p> <p>Enhancing the organisations capability of managing the risks associated with sex offenders</p>	<p>Increased detections for crimes against the person</p> <p>No. of human trafficking offences identified and investigated. Use of surveillance on suspected offenders. Number of specialist Child interviewers to be increased and training sought.</p> <p>Risk assessment carried out on all known sex offenders</p>	<b>Detective Inspector &amp; Each Superintendent</b>	
<b>Divert young people from crime</b>	<p>On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p> <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>All victims of sexual abuse referred to relevant agencies</p> <p>Utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity</p>	<b>Juvenile Liaison Officers</b>	

<p><b>Tackle organised crime</b></p>	<p>Using intelligence and analysis to inform operations against organised crime groups</p> <p>Work in partnership with Europol and other national and international agencies</p>	<p>Briefings provided to Divisional Management Team by Community Relations on the utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity</p> <p>Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out</p> <p>Number of Joint Investigations undertaken with Revenue/Customs</p> <p>Increased knowledge and competence in dealing with e-crime</p>	<p><b>Detective Inspector</b></p> <p><b>Chief Superintendent</b></p>	
<p><b>Tackle e-crime by</b></p>	<p>Focusing on reducing e-crime using leading edge technology and 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>The number of major investigation files requiring assistance from or referral to National Support Services</p> <p>Number of persons identified and referred to CAB who have gained financially from criminal conduct</p>	<p><b>Detective Inspector &amp; Chief Superintendent Each District Officer</b></p>	
<p><b>Tackle white collar crime in all its forms</b></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>Liaise with National Support Services who will Work in co-operation with the Director of Corporate Enforcement and other regulatory bodies to fully investigate complex commercial fraud cases using all the skills and resources of National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau</p> <p>Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime</p> <p>The effective use of intelligence-led briefings</p>			

	<p>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. Fully Implementing Garda Policy on the Investigation of Sexual Crimes</p>	<p>Increase number of Child Specialist Interviewers in the Division.</p> <p>Appoint new liaison Inspector.</p> <p>To increase the number of prisoners photographed and fingerprinted when in custody.</p>	<p><b>Detective Inspector &amp; Chief Superintendent Each District Officer</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 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.*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p><b>Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity</b></p>	<p>Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations</p> <p>Use of new technologies, such as the Automatic Number Plate Recognition system to prevent the use of our roads for criminal activity</p> <p>The roll out of the Criminal Interdiction programme to all Traffic Corps members</p> <p>Speed enforcement carried out in speed enforcement zones using speed detection vehicles</p>	<p>Continued downward trend in road deaths and serious injuries</p> <p>Number of Road Traffic Operations Targets appropriate to An Garda Síochána, as set out in The Road Safety Strategy 2007-2012 and in consultation with our partners in the Donegal Road Safety Working Group. Performance Indicators, Increased compliance with speed limits Increased compliance with drink driving legislation Increased seatbelt wearing Increase the detection for breaches of Road Transport legislation. Refresher training for Traffic Units.</p> <p>Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented No of positive hits on ANPR in relation to Traffic related offences</p> <p>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>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles. Continue to monitor, review and support the activities of go safe in speed enforcement areas</p>	<p style="text-align: center;"><b>Traffic Inspector Divisional Officer</b></p> <p style="text-align: center;"><b>Each District Officer Regional Traffic Superintendent</b></p> <p style="text-align: center;"><b>Regional Traffic Superintendent Divisional Traffic Inspector</b></p> <p style="text-align: center;"><b>ANPR Trained Personnel</b></p>	<p><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>



	<p>Deliver a range of prevention programmes</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes</p> <p>Continue to promote key messages on road safety, for example through Crime Call</p> <p>Continue to confront and change the behaviour of youths who commit road traffic offences</p> <p>Continue inter-departmental co-operation through bi-lateral and multi-agency operations</p>	<p>Review of Garda Road Safety Awareness Communications programme completed “It won’t happen to me “programme delivered and new personnel trained. Continued support with Donegal Road Safety Working Group.</p> <p>Support the delivery of Restorative Justice and Road Safety Programmes to youths who have committed Road Traffic Offences. No. of Road Traffic referrals dealt with restoratively</p> <p>Utilisation of available information to identify priority times and locations for enforcement Full utilisation of detection equipment and enabling technology</p> <p>One bi-lateral agency checkpoint conducted in Division per month. (Reported quarterly) Department of Transport Smart cards to be given to each member of the Divisional Traffic Units. New personnel to be issued with cards, Update training in the use of cards.</p> <p>Joint checkpoints to be conducted with other agencies such as RSA</p>	<p><b>Regional Traffic Superintendent Divisional Traffic Inspector</b></p> <p><b>Community Police and Crime Prevention Officer.</b></p> <p><b>Regional Traffic Superintendent Divisional Traffic Inspector</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.*

Key actions:	This will be achieved by:	Performance Indicators	Process Owner	Outcome
<b>Reduce public disorder and criminal damage</b>	Proactive and innovative response to public disorder including analysis, identification of public order and anti-social behaviour hotspots, and deployment of appropriate resources	Public disorder reduced in line with Strategy Statement commitments  Criminal Damage Reduced	<b>Chief Superintendent Each District Officer</b>	<b>Safer and more peaceful local communities</b>
	Use of all available legislation, particularly in relation to underage drinking and illegal drug taking	Number of alcohol test purchase operations conducted in each Division		
<b>Improve the feeling of safety in the community</b>	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	Support and encourage partnerships with Vintner Associations and Responsible Retail Alcohol in Ireland (RRAI) Number of meetings with the Vintners Association and other stakeholders at Divisional and District level	<b>Chief Superintendent Each District Officer</b>	
	The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour	Increased number of behaviour warnings issued under the Criminal Justice Act 2006 (Adults & Children)	<b>Chief Superintendent  Each District Officer Community Police Crime Prevention Officer</b>	
	Enhanced community safety through targeted high visibility patrols and better use of all available technology	Increased feelings of safety in the community. A Plan for information led high visibility patrolling developed and implemented		
	Promote greater use of the Garda Age card to reduce the consumption and sale of alcohol to people under 18 years of age	Incidents of public disorder reduced. Will continue to target public order hotspots by proactive policing and greater liaison with community groups		

## **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.*

<b>Key actions:</b>	<b>This will be achieved by:</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<p><b>Continue meaningful engagement with young people</b></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>Year One of the Garda Youth and Children Strategy implemented</p> <p>Final year of the Garda Diversity Strategy to be implemented</p>	<p><b>Chief Superintendent Each District Officer</b></p>	<p><b>Trust and confidence in the Garda service</b></p>
<p><b>Ensure the protection of vulnerable persons and groups</b></p>	<p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people</p>	<p>Continued implementation of the Garda Older People Strategy</p> <p>Two Supporting Safer Community Campaigns delivered</p>		
<p><b>Improved understanding and responsiveness to community needs</b></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 National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p>	<p>Commitment to Garda Síochána National Model Of Community Police delivered</p> <p>Active participation in all established JPCs and local policing forums. Meetings to be held each quarter</p> <p>Effectively manage the closure of Garda stations outlined in Appendix A</p>		
<p><b>Recognising and responding to the needs of the victims of crime</b></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>Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p> <p>Continued implementation of a call back strategy for victims of crime</p>	<p>Liaison with The Police Service of Northern Ireland on City of Culture and Fleadh Ceoil.</p> <p>Continued participation in Champions of Change programme with Donegal County Council creation of reporting scheme for sectarian and racist incidents</p> <p>Commitments to Garda Victims Charter monitored.</p> <p>Number of victims of crime visited by Community Policing/Family liaison Personnel. Letters to victims of crime</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
<b>Workforce Planning</b>	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"> <li>• a performance management framework for all staff of An Garda Síochána</li> <li>• a rostering/attendance system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive.</li> <li>• appropriate reporting arrangements between An Garda Síochána &amp; civilian support staff</li> </ul>	<b>Chief Superintendent</b>	<b>Highly motivated people</b>
<b>Organisational Reform</b>	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	Reduced absences	<b>Chief Superintendent</b>	<b>Better service to citizens</b>
<b>Ensure value for money and the innovative use of resources</b>	Delivery of policing within the Garda budget, including the effective use of resources	Policing service delivered within budget	<b>Chief Superintendent Each District Officer</b>	
	Continued achievement of savings through procurement strategies	Continued implementation of the Corporate Procurement Plan 2010-2012 Divisional Contracts in place for Towing Management, Cleaning and waste management.		
	Assist in Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy	Year Two of the Garda Environmental Strategy implemented Energy managers in each district.	<b>Chief Superintendent Each District Officer</b>	

<p><b>Enable smart processes and technologies to support frontline policing delivery</b></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>Full implementation of station closures, district amalgamation, &amp; reduced opening hours programme</p> <p>Increased use of conference calls</p> <p>Reduction in IT costs 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</p> <p>The Strategic Change Framework implemented</p>	<p><b>Chief Superintendent</b> <b>Each District Officer</b></p> <p><b>Each District Officer</b></p>	<p><b>More effective use of resources</b></p>
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