

# An Garda Síochána



## Northern Region

## Policing Plan 2010

**Divisions of Cavan / Monaghan, Donegal, Louth and Sligo/Leitrim**

**‘Working with our Communities’**

Ráiteas Misin/Mission Statement:

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

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## *Foreword*

It is my pleasure to introduce the Garda Síochána Policing Plan for the Northern Region for the year 2010.

As we enter a new decade this plan sets our strategic priorities for the first year of our current Strategy Statement 2010-2012. It is underpinned by a premise of “**Working with Communities to Protect and Serve**” 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.

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*

At the heart of the Strategy Statement are four core values:

**Honesty** – Being honest and ethical, 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

This plan details the ways in which we will maintain our focus on, and commitment to our core activity which is the prevention and detection of crime. All of the resources available in the Region will be used effectively and efficiently towards meeting this overall objective. The strategies and goals contained in the Policing Plan are designed to improve the sense of security in ensuring a peaceful community in the Northern Region which has extensive frontiers with Northern Ireland. Many unique policing challenges emerge in the cross border policing context including the mobility of criminals and the activities of dissident activists, all of which are taken into account in this Plan. The aim, therefore, is to work with all communities while delivering a commitment to total customer satisfaction and equality through consultation with you the customer.

To assist the Garda Service in improving its delivery to the fullest, I invite you to feel free to contact me as Regional Commander or any Chief Superintendent or member of the organisation in the Northern Region 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 Sligo Garda Station, telephone 071-9157006 or by e-mail at [Commissioner\\_north@garda.ie](mailto:Commissioner_north@garda.ie)

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**Kieran G. Kenny**  
**Assistant Commissioner**

## **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>
<ul style="list-style-type: none"> <li>Identify and analyse any threat to national, and international security and respond appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Utilising our analysis and intelligence gathering capability nationally and within the Northern Region to identify any threats to national and international security.</li> <li>Identify, profile and target major criminal groups in each Division</li> </ul>	<ul style="list-style-type: none"> <li>No terrorist attacks occurring within the State</li> <li>Intelligence led operations targeted at groups and individuals involved in subversive and terrorist activity</li> <li>Review of security for all Airports and Vital Installations in the Northern Region</li> <li>Review and build on the Air Watch &amp; Coastal Watch Schemes in the Northern Region</li> </ul>	<p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</b></p>	<b>A secure nation</b>
<ul style="list-style-type: none"> <li>Enhance our capability to respond to national, and international and security threats</li> </ul>	<ul style="list-style-type: none"> <li>Continued interaction, and information exchanges, with Crime &amp; Security, other Garda Regions, the Police Service of Northern Ireland and International Security and Police Agencies</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced intelligence gathering.</li> <li>Development of Covert Human Intelligence Sources</li> <li>Enhanced cross-border co-operation through regular meetings with the Police Service of Northern Ireland</li> </ul>		
<ul style="list-style-type: none"> <li>Break any association between subversive, terrorist and organised crime gangs</li> </ul>	<ul style="list-style-type: none"> <li>Utilising all available legislation, including recently enacted law, to target groups and individuals involved in subversive, terrorist and serious criminal activity</li> </ul>	<ul style="list-style-type: none"> <li>Intelligence led operations targeted at associations between subversive, terrorist and organised crime gangs</li> </ul>	<p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</b></p>	<b>An active role in enhancing international security</b>
<ul style="list-style-type: none"> <li>Disrupt and prevent dissident activity in the Northern Region</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly update of profiles of known dissidents targeted operations to counter the activities of dissidents.</li> <li>Continued liaison with Security and Intelligence Section and with the PSNI</li> </ul>	<ul style="list-style-type: none"> <li>Number of Profiles updated each quarter.</li> <li>Number of Operations carried out.</li> <li>Review CHIS Operations in the Region</li> <li>No of Intelligence Reports.</li> </ul>		
<ul style="list-style-type: none"> <li>Maintain and develop Major Emergency Plans / Capabilities in the Northern Region</li> </ul>	<ul style="list-style-type: none"> <li>Continued interaction between An Garda Síochána and State and Private Agencies to develop Major Emergency Management capabilities in the Northern Region</li> </ul>	<ul style="list-style-type: none"> <li>No of risk assessments carried out relative to Divisional Major Emergency Plans.</li> <li>Number of meetings with the Local Authorities and the Health Service Executive regarding the development of Divisional Major Emergency Plans</li> <li>Number of Major Emergency Exercises conducted</li> </ul>	<p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</b></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>   <li>● Identifying and targeting assets which are the proceeds of crime</li> <li>● Targeting human trafficking networks</li> </ul>	<ul style="list-style-type: none"> <li>● Intelligence led operations against groups and individuals</li> <li>● Full utilisation of the Regional Analysis Service to identify emerging trends, crime hotspots and enabling the effective, and focused, deployment of resources</li>   <li>● Utilisation of Divisional Criminal Asset Profilers to target the confiscation of criminal assets</li> <li>● Working in partnership with the National Garda Units and the Police Service of Northern Ireland to identify and target human trafficking networks</li> <li>● Effective use of available resources</li> </ul>	<ul style="list-style-type: none"> <li>● Number of Intelligence led operations against organised crime networks and individuals</li> <li>● Weekly reports disseminated by the Regional Analysis Service which assist in identifying emerging trends and crime hotspots, and facilitate the effective and focused deployment of resources in the Region</li> <li>● Number of Bulletins disseminated by each Divisional Criminal Intelligence Officer</li> <li>● Monthly meetings of each Divisional Crime Management Team</li> <li>● Increased detections for sale/supply of drugs</li> <li>● The identification and confiscation of criminal assets</li>   <li>● Establish if human trafficking networks exist in the Region &amp; number of targeted operations where necessary</li> <li>● Effective utilisation and deployment of Regional Resources</li> </ul>	<p><b>Each Chief Superintendent</b></p> <p><b>Regional Detective Superintendent</b></p>	<p><b>Reduction in crime and the fear of crime</b></p>
<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>	<ul style="list-style-type: none"> <li>● Increased crime prevention and reduction activities</li> <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 domestic violence and sexual crimes</li> </ul>	<ul style="list-style-type: none"> <li>● Property crime reduced &amp; increased detections for property related crime</li> <li>● Crimes against the person reduced &amp; increased detections for crimes against the person</li> <li>● Working in partnership with relevant stakeholders and providing investigative support where appropriate</li> <li>● Number of meetings with key stakeholders, and relevant agencies</li> <li>● Appropriate victim support services provided to all victims of domestic violence and sexual crimes</li> </ul>	<p><b>Each Chief Superintendent</b></p> <p><b>Regional Detective Superintendent</b></p>	

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<ul style="list-style-type: none"> <li>• Target Travelling Criminals</li> <li>• Participate in the enhancement of organisational capability in managing the risks associated with sex offenders</li> <li>• Support the Forensic Science Laboratory in the development of the DNA database</li> <li>• Participate in appropriate training in the management and investigation of crime</li> </ul>	<ul style="list-style-type: none"> <li>• Deny use of road network to travelling criminals by strategically performing checkpoints to intercept criminals</li> <li>• Risk assess all persons subject to the provisions of the Sex Offenders Act 2001</li> <li>• Ensure effective structures and processes are in place in the Northern Region to progress its development</li> <li>• Participate in appropriate training programmes by the Crime Training Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Number of joint operations involving Detective Branch Personnel, Traffic Personnel and other Statutory Agencies to counteract the activities of travelling criminals</li> <li>• Number of cross border traffic operations with the Police Service of Northern Ireland</li> <li>• All persons subject to the provisions of the Sex Offenders Act 2001 in the Northern Region risk assessed.</li> <li>• All crime scenes in the Region to be examined by Scenes of Crime Personnel</li> <li>• The photographing and fingerprinting where legal authority permits of all persons detained by An Garda Síochána, and persons who receive a prison sentence</li> <li>• Crime Management and investigative capability enhanced</li> </ul>	<p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</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 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>
<ul style="list-style-type: none"> <li>● Intelligence led enforcement of Road Traffic and Road Transport Legislation</li>                 <li>● Develop a cohesive approach to road safety campaigns</li> </ul>	<ul style="list-style-type: none"> <li>● Consistent high visibility enforcement targeting errant road user behaviour in each Division</li> <li>● Implement monthly Regional and Divisional Road Policing operations supported by multi-agencies in targeting Traffic, Road Transport and Anti crime operations in the Northern Region</li>   <li>● Implement focused operations to detect breaches of Road Transport Legislation in each Division</li> <li>● Continue Garda / PSNI Road Policing co-operation and joint targeted operations</li> <li>● Continued Deployment of safety cameras at collision prone zones</li>   <li>● Avail of National/ Local media and other opportunities at community level to highlight the importance of safe road use</li>   <li>● Co-operation with other stakeholders with a view to creating a safer road environment;</li> </ul>	<ul style="list-style-type: none"> <li>● Reduction in Fatal, Serious Injury, Minor injury and Material Damage Road Traffic collisions</li> <li>● Progress made towards targets, appropriate to An Garda Síochána, Road Safety Strategy 2007-2012 in the following areas: <ul style="list-style-type: none"> <li>● Increased compliance with speed limits</li> <li>● Increased compliance with drink driving legislation</li> <li>● Increased seatbelt wearing</li> <li>● Increased compliance with road Transport Legislation</li> </ul> </li> <li>● Garda/PSNI Traffic Policing co-operation and joint targeted operations continued</li> <li>● Deployment of safety cameras at collision prone zones</li>   <li>● Targeted media campaigns during high risk periods and major events conducted</li> <li>● Provision of High visibility Jackets to pedestrians in conjunction with the Road Safety Authority (RSA)</li> <li>● Consultation with Local Authorities in relation to Fatal Road Traffic collision investigations and road conditions issues coming to the attention of An Garda Síochána</li> <li>● Regular operations carried out in conjunction with the RSA</li> </ul>	<p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Traffic Superintendent</b></p>     <p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Traffic Superintendent</b></p>	<p style="text-align: center;"><b>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>

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<ul style="list-style-type: none"> <li>• Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</li> </ul>	<ul style="list-style-type: none"> <li>• Road Safety Schools Presentation offered in conjunction with the Road safety Authority to all Colleges, Secondary Schools ,FAS courses, Community groups and Youth reach projects in each Division</li> <li>• Divisional Collators to hold bi-monthly Traffic Unit briefings, on criminal/ subversive activities, supported by prompt circulation of up to date intelligence reports.</li> <li>• Regular co-ordinated Anti Crime operations to be performed by Traffic, Detective Branch, Drugs Units and Immigration officers</li> <li>• Deployments of vehicles fitted with Automatic Number Plate Recognition Systems in both Road Policing and Anti Crime operations</li> <li>• Provide appropriate resources and training to allow for effective Roads Policing</li> <li>• Out of vehicle safety training delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Road Safety Presentations delivered in the Northern Region</li> <li>• ANPR systems to be interrogated for Intelligence, Criminal Investigations and Road Traffic Prosecutions</li> <li>• Intelligence led checkpoints and patrols</li> <li>• Traffic Unit personnel to collate Road Policing Activities and Intelligence under ‘Operation ‘Aontas’</li> <li>• Effective Deployments of vehicles fitted with ANPR systems in the Northern Region</li> <li>• Members trained and resourced to allow for effective roads policing</li> <li>• Number of members trained</li> </ul>	<p style="text-align: center;"><b>Each Chief Superintendent</b></p> <p style="text-align: center;"><b>Traffic Superintendent</b></p> <p style="text-align: center;"><b>Regional Detective Superintendent</b></p>	<p style="text-align: center;"><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>
<ul style="list-style-type: none"> <li>• Reduce public disorder, assaults and criminal damage</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying and proactively targeting local ‘hot spots’</li> <li>• Effective response to reports of public disorder and anti-social behaviour</li>   <li>• Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime</li> <li>• Supporting the introduction of a youth crime case management system</li> <li>• An increase in the use of Behaviour Warnings and Civil Orders (Anti-Social Behaviour Orders)</li> </ul>	<ul style="list-style-type: none"> <li>• Incidents of public disorder reduced</li> <li>• Incidents of Assaults reduced</li> <li>• Incidents of Criminal Damage reduced</li> <li>• Number of meetings held with Licensed Vintners to address issues of disorder and underage drinking</li>   <li>• Incidents of Anti-social Behaviour reduced</li> <li>• Youth crime case management system introduced in the Northern Region</li> <li>• Number of Behaviour Warnings and Civil Orders (Anti-Social Behaviour Orders) issued</li> </ul>	<p><b>Each Chief Superintendent</b></p>          <p><b>Each Chief Superintendent</b></p>	<p><b>Safer and more peaceful local communities</b></p>
<ul style="list-style-type: none"> <li>• Improved understanding and responsiveness to community needs</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation with relevant stakeholders on key issues and problems</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>	<ul style="list-style-type: none"> <li>• Number of consultations held with relevant stakeholders</li> <li>• Number of targeted operations to prevent/detect underage drinking, and anti-social behaviour</li> <li>• The ‘Feelings of Safety’ in communities increased</li> </ul>	<p><b>Each Chief Superintendent</b></p>	

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## **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>
<ul style="list-style-type: none"> <li>• Work with and support all sections of our community</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver 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>	<ul style="list-style-type: none"> <li>• National Model of Community Policing delivered in the Northern Region</li> <li>• Garda Diversity Strategy implemented</li> <li>• Number of Ethnic Liaison Officers trained in the Region increased</li> <li>• Strategy for Older People implemented</li> <li>• The Garda Youth and Children Strategy implemented</li> </ul>	<b>Each Chief Superintendent</b>	<b>Trust and confidence in the Garda service</b>
<ul style="list-style-type: none"> <li>• A partnership approach to solving community problems</li> </ul>	<ul style="list-style-type: none"> <li>• Playing a active role in the operation of Joint Policing Committees and working in partnership with community groups</li> <li>• Assessing and reviewing the ‘letters to crime victims’ process</li> </ul>	<ul style="list-style-type: none"> <li>• Continue our participation and responsibilities in all established Joint Policing Committees in the Northern Region</li> <li>• Support the establishment of remaining Joint Policing Committees</li> </ul>	<b>Each Chief Superintendent</b>	
<ul style="list-style-type: none"> <li>• Engaging with and supporting victims of crime</li> </ul>	<ul style="list-style-type: none"> <li>• Review victim support mechanisms</li> <li>• Participate and support the implementation of the Garda Charter for Crime Victims</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations of the review of ‘letters to crime victims’ implemented in the Northern Region</li> <li>• Support Policy developed and the implementation commenced to enhance victim support mechanisms</li> <li>• Support the implementation of the Garda Charter for Crime Victims</li> <li>• In addition to investigating members keeping victims of crime informed, Gardai allocated to Community Policing Units will visit each elderly victim of crime in their area</li> </ul>	<b>Each Chief Superintendent</b>	

## **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.*

<b>Key actions</b>	<b>This will be achieved by</b>	<b>Performance Indicators</b>	<b>Process Owner</b>	<b>Outcome</b>
<ul style="list-style-type: none"> <li>The continued development of an excellent organisation</li> </ul>	<ul style="list-style-type: none"> <li>Support the implementation of the Lessons Learned Framework</li> <li>Participate in a review of the Garda Employee Assistance Programme</li> <li>Support the development of an integrated partnership, involving all Garda employees</li> <li>Support targeted training initiatives introduced to improve organisational competence</li> <li>Technical support for frontline staff including the continued planned rollout of National Digital Radio Project</li> </ul>	<ul style="list-style-type: none"> <li>The number of Lessons Learned approved for adoption</li> <li>Implementation of the Occupational Health Model</li> <li>Participate and support a suitable ‘fit for purpose’ devolved partnership model</li> <li>Participate in and support the targeted training initiatives</li> <li>Support the scheduled progression of National Digital Radio Project</li> </ul>	<b>Each Chief Superintendent</b>	<b>Highly motivated people</b>
<ul style="list-style-type: none"> <li>Enable smart processes and technologies to support frontline policing delivery</li> </ul>	<ul style="list-style-type: none"> <li>Continued development of e-working systems and solutions</li> <li>Support the implementation of mobile working solutions</li> </ul>	<ul style="list-style-type: none"> <li>Increased e-working processes</li> <li>Mobile working solutions in place</li> </ul>	<b>Each Chief Superintendent</b>	<b>Better service to citizens</b>
<ul style="list-style-type: none"> <li>Ensure value for money in the management of resources</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of the 2010 Garda budget with the Annual Policing Plan</li> <li>Support and participate in developing and implementing a new process for recording and reporting absence management across the Garda organisation</li> <li>Enhancing the reporting structures at all levels within An Garda Síochána</li> </ul>	<ul style="list-style-type: none"> <li>Policing priorities in the Region financed within the voted budget</li> <li>New Absence recording process implemented in the Northern Region</li> <li>Participate in streamlined organisational reporting structure implemented across the Garda organisation</li> </ul>	<b>Each Chief Superintendent</b>	<b>More effective use of resources</b>
<ul style="list-style-type: none"> <li>Improve the data quality of information collected by An Garda Síochána in order to support its key operations</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen practices and processes around data/information collection, recording and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Improved quality of data</li> </ul>	<b>Each Chief Superintendent</b>	

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**Kieran G. Kenny,**  
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**Northern Region**

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*Kaiteas Misin/Mission Statement:*

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