



An Garda Síochána Northern Region Policing Plan 2012

'Working with our Communities'

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

Working with our Communities

Foreword

It is my pleasure to introduce An Garda Síochána's Policing Plan for the Northern Region for the year 2012. 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 2012, 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 provide a policing service that meets the needs of local communities.

Roads Policing

To continue 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, and to keep all victims of crime informed about the progress of their cases.

Domestic and Sexual Violence

To prevent domestic, sexual and gender based violence and to effectively tackle such violence when it occurs.

Human Trafficking

To prevent and detect human trafficking.

In producing this policing plan, I am required to have regard to the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement 2010-2012. I am 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

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 Northern 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.

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

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</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>Regional and Divisional plans to tackle dissident republican activities drafted, approved and implemented</p>	<p>Detective Superintendent & Each Chief Superintendent</p>	<p>A secure nation</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>Regional seminars on the topic of 'Dissident Republican Activities' completed</p>		
<p>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</p>	<p>Continued interaction with Crime and Security section, other Garda Regions, and International Security and Police Agencies</p>	<p>The number of successful interventions in thwarting terrorist grouping operational activity</p>	<p>Detective Superintendent & Each Chief Superintendent</p>	
	<p>Continued Interaction and information sharing with the Police Service of Northern Ireland in accordance with the Cross Border Policing Strategy</p>	<p>The timely delivery of quality intelligence packages</p>		
	<p>Identifying and targeting the links between organised crime gangs and subversive/terrorist groups</p>	<p>The implementation and training of personnel in the use of the CHIS Charter System completed</p>		
	<p>Working with International Security and Police partners in combating terrorist procurement, financing and operational activities</p>	<p>Number of Intelligence Reports received</p> <p>Number of planned and unplanned Operations carried out</p> <p>Number of Profiles updated</p>		

<p>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</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>.</p> <p>The number of successful interventions in tackling links between organised groups and terrorist organisations</p>	<p>Detective Superintendent & Each Chief Superintendent</p>	<p>An active role in enhancing national security</p>
<p>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</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>Minimum of two major emergency planning exercises conducted in each designated major emergency region</p>	<p>Each Chief Superintendent</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		
Tackle property crime	<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</p> <p>Pro-active and analysis led policing of the night time economy</p>	<p>Reduced property crime</p> <p>Increased detections for property crime</p> <p>Reduced crimes against the person</p>	<p>Detective Superintendent & Each Chief Superintendent</p>			
Tackle crimes against the person	<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>On-going consultation with agencies supporting victims of sexual abuse and domestic violence</p>	<p>Increased detections for crimes against the person</p> <p>No. of human trafficking offences identified and investigated</p> <p>Support the implementation of National Sex Offender Risk Assessment and Management Pilot Project (SORAM) extended to 10 Garda Divisions</p> <p>Reduced assaults</p>			<p>Detective Superintendent & Each Chief Superintendent</p>	<p>Reduced crime and the fear of crime</p>
Divert young people from crime	<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>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>Tackle organised crime</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>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>Detective Superintendent & Each Chief Superintendent</p>	
<p>Tackle e-crime</p>	<p>Focusing on reducing e-crime using leading edge technology and through active engagement with the community and business stakeholders</p>	<p>Increased knowledge and competence in dealing with e-crime</p>		
<p>Tackle white collar crime in all its forms</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 at National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau</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>Detective Superintendent & Each Chief Superintendent</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 our Strategy Statement. 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>Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity</p>	Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations	Continued downward trend in road deaths and serious injuries	<p>Traffic Superintendent & Each Chief Superintendent</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
	Use of new technologies, such as the Automatic Number Plate Recognition (ANPR) system to deny the use of our roads for criminal activity	<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 • Number of Road Traffic Operations 		
	The roll out of the Criminal Interdiction Programme to all Traffic Corps members	Number of successful interceptions using A.N.P.R.	<p>Traffic Superintendent & Each Chief Superintendent</p>	
	Speed enforcement carried out in speed enforcement zones using speed detection vehicles	Criminal Interdiction Programme rolled out to all Traffic Corps members		
	Deliver a range of prevention programmes	Continue to monitor, review and support the activities of Go Safe in speed enforcement areas	<p>Traffic Superintendent & Each Chief Superintendent</p>	
	Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes	Number of programmes identified to be delivered		
		Delivery of schools programme to transition year students on a quarterly basis		

	<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>Road Safety messages delivered through, Bank Holiday Press Releases, Local Media Campaigns, Road Safety Stands at key event</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>One bi-lateral agency checkpoint conducted in each Division per week. One multi agency checkpoint conducted in each Region per week. (Reported quarterly)</p>	<p>Traffic Superintendent & Each Chief 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
Reduce public disorder and criminal damage	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 Criminal damage reduced	Each Chief Superintendent	Safer and more peaceful local communities
	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		
Improve the feeling of safety in the community	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)	Each Chief Superintendent	
	The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour	The number of behaviour warnings and good behaviour contracts issued	Each Chief Superintendent	
	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 Agecard to reduce the consumption and sale of alcohol to people under 18 years of age			

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
Continue meaningful engagement with young people	Support the implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes	Year One of the Garda Youth and Children Strategy implemented	Each Chief Superintendent	Trust and confidence in the Garda service
Ensure the protection of vulnerable persons and groups	Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people	Final year of the Garda Diversity Strategy implemented		
Improved understanding and responsiveness to community needs	Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign	Continued implementation of the Garda Older People Strategy		
Recognising and responding to the needs of the victims of crime	Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert	Two Supporting Safer Community Campaigns delivered		
Recognising and responding to the needs of the victims of crime	Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations	Active participation in all established JPCs and local policing forums		
Recognising and responding to the needs of the victims of crime	Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups	Commitments to Garda Victims Charter monitored		
	Continued implementation of a call back strategy for victims of crime	Number of victims of crime visited by Community Policing/Family liaison Personnel		

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
Workforce Planning	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"> a performance management framework for all staff of An Garda Síochána a rostering/attendance system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive appropriate reporting arrangements between An Garda Síochána & civilian support staff 	Each Chief Superintendent	Highly motivated people
Organisational Reform	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	Each Chief Superintendent	Better service to citizens
Ensure value for money and the innovative use of resources	Delivery of policing within the Garda budget, including the effective use of resources	Policing service delivered within budget	Each Chief Superintendent	
	Continued achievement of savings through procurement strategies	Continued implementation of the Corporate Procurement Plan 2010-2012		
	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		

<p>Enable smart processes and technologies to support frontline policing delivery</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, & reduced opening hours programme</p> <p>Increased use of conference calls</p> <p>Reduction in IT costs</p>	<p>Each Chief Superintendent</p> <p>Each Chief Superintendent</p>	<p>More effective use of resources</p>
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Appendix A

Table A: Nine Garda Stations proposed for closure			
Region	Division	District	Station
Northern Region	Cavan/Monaghan	Monaghan	Clonibret
Northern Region	Cavan/Monaghan	Monaghan	Smithboro
Northern Region	Cavan/Monaghan	Baileboro	Tullyvin
Northern Region	Donegal	Glenties	An Duchoraidh (Doochary)*
Northern Region	Donegal	Ballyshannon	Dunkineely
Northern Region	Donegal	Buncrana	Culdaff
Northern Region	Sligo/Leitrim	Ballymote	Bunnanadden
Northern Region	Sligo/Leitrim	Manorhamilton	Drumkerrin
Northern Region	Sligo/Leitrim	Manorhamilton	Kiltyclogher

* Non-operational

Table A lists nine stations located in the Northern Region identified as suitable for closure.

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