



# **Dublin Metropolitan Region - North Central**

## **Divisional Policing Plan 2010**

*'Working with our Communities'*

## ***FOREWORD***



On the 1<sup>st</sup> of January 2010, we, in the D.M.R, North Central (Store Street, Fitzgibbon Street and Bridewell Districts) agreed to continue our pursuit of a results orientated, target driven policing strategy with a view to achieving our Divisional aim, of *‘Making each District in the Division a safer place to live, work and visit in 2010’*

Our policing strategy in 2010 reflects the needs and requirements of our local stakeholders, the Garda Commissioner and the Minister for Justice, Equality and Law Reform. It has taken into account the ‘report of the task force on the public service’, *‘Transforming public services – Citizen centred – performance focused’* and is underpinned by the eight fundamental concepts of excellence in policing.

Our strategy includes a consolidation and embedding of the Commissioner’s National Model of Community Policing with particular emphasis on the use of the significant resources that we allocated to community policing in 2009. We promise to deliver effective and meaningful engagement of stakeholders, key customers and victims and an increased customer focused, problem solving approach to address the quality of life issues in all of our communities.

The Central Area Joint Policing Committee, Dublin City Centre Business Association (DCCBA), Dublin City Business Improvement District Scheme (BIDS), Dublin Chamber of Commerce, Dublin City Council, The Community Policing Forum and other key stakeholders have contributed and agreed this policing plan and will be central to the strategic and tactical focus of policing in the Division in 2010. Through a robust engagement process it is our express intention to deliver better services and outcomes to the public in our area within sustainable levels of expenditure. We are grateful to the many individuals and organisations that made submissions as part of the development of this years policing plan and we undertake to keep you updated on its progress on a regular basis.

**Pat Leahy**  
**Chief Superintendent**

## **VISION**

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*`Excellent people delivering  
policing excellence`*

## **MISSION**

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*Working with Communities to Protect and Serve*

## **VALUES**

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***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*

## **PRIORITIES FOR 2010**

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

### **SECURITY**

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

### **CRIME**

To combat serious crime, in particular organised crime.

### **POLICING COMMUNITIES**

To achieve the maximum levels of safety for local communities.

### **CUSTOMER SERVICE**

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

### **ROADS POLICING**

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

### **HUMAN TRAFFICKING**

To prevent and detect human trafficking and to protect victims.

## **FUNDAMENTAL CONCEPTS UNDERPINNING OUR STRATEGY**

### **CUSTOMER FOCUS.**

The general public and the communities in the D.M.R North Central are the final arbiters of the service we provide. Our stakeholders and customers have needs, expectations and requirements, which we will strive to meet and exceed. By means of continuous, meaningful engagement and customer-satisfaction measurements we will find out how well we are doing at any given time and we will purposefully manage our relationships to ensure beneficial outcomes for our communities.

### **RESULTS ORIENTATION.**

The ultimate goal for our team is to achieve excellent results for all our stakeholders, namely, the communities we serve, the Garda Commissioner, the Minister for Justice, Equality and Law Reform and the Government who are our budget providers. This approach highlights the importance that is attached to the added value of the results for which a good balance must be maintained between financial and crime/quality of life results. The results will be the consequence of well-deployed innovative approaches.

### **LEADERSHIP AND CONSTANCY OF PURPOSE.**

Leadership is the *Conditio-sine-qua-non* for success. The management team of the North Central Division will see to it that everyone has a clear idea of the direction in which we are going and the way we want to evolve over time. The commitment of the people in a leadership role and their willingness to develop their leadership characteristics will be the first step to excellent results because leaders have an immense impact on the results of people and the processes and strategies that are employed to achieve our objectives.

### **STAFF INVOLVEMENT, EMPOWERMENT AND DEVELOPMENT.**

The management team of the North Central Division will offer its staff the possibility to develop themselves continually. By means of participative management, our staff are and will be further involved in decision-making. Working in a team context, self-organising teams, e.t.c. are a few examples of how our staff will assume their responsibility in the accomplishment of the objectives set out in our plan.

### **MANAGEMENT BY PROCESSES AND FACTS.**

Being process-oriented means that it is more important to manage processes than individual functions within the Division. We view a process as a chronological sequence of activities and decisions with consequential results that are important for our customers, staff and society in general. Facts, figures and information will form the basis for correct management decisions and all decisions will be made in the context of making our communities safer for everyone in 2010. The word “management” focuses the attention on the importance of the ‘steering’ of each District and the Division by means of structured activities.

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## **PARTNERSHIP DEVELOPMENT.**

The Gardaí attached to the North Central Division are endeavouring to enter into partnerships which offer a win-win situation for all parties and that ultimately assist in the achievement of our vision. This partnership approach will be enhanced by our restructuring into sectors which will be serviced by community policing teams headed up by a named inspector.

## **SOCIAL RESPONSIBILITY.**

It is extremely important for the members attached to the North Central Division to behave ethically as they carry out their duties. By exceeding the requirements and expectations of our customers, stakeholders and the public in general we will become more credible and enhance the confidence of the people who live, work and visit our Division.

## **CONTINUOUS LEARNING INNOVATION AND IMPROVEMENT.**

Continuous learning is necessary for us to constantly develop better methods, which in turn leads to better results. Thus, learning also implies changing. Creativity and innovation will be the foundation for the continual development of better and newer services, which will enable us to adapt to changing surroundings. Continual improvement is the daily assignment of everyone attached to the North Central Division. By working preventatively and pro-actively, we will prevent the development of problems, which keep us from obtaining excellent results. By adopting certain approaches and adapting them to our own situation, our Division can improve continually.

## **MANAGEMENT AND MEASUREMENT SYSTEM**

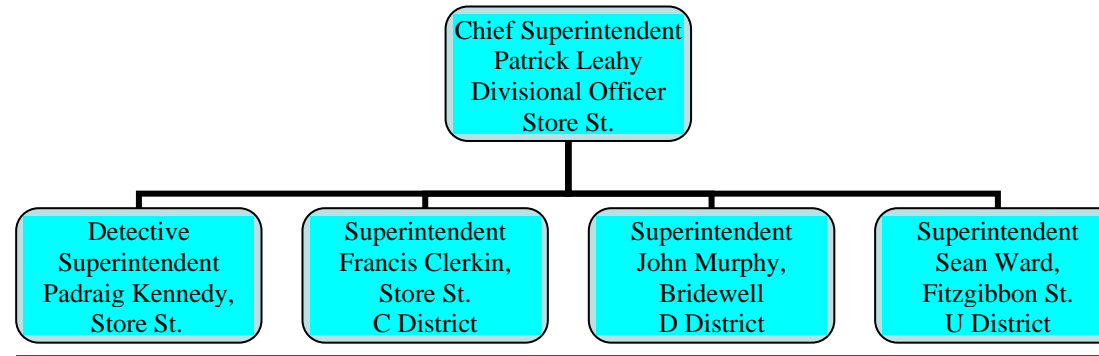
**Results;** At the beginning of January we determined the Results required for the next twelve months. The interim results must show positive trends and / or sustained good performance; appropriate targets have been set and must now be met or exceeded.

**Approach;** At the beginning of January we planned and developed an integrated set of sound Approaches to help us to deliver on our objectives.

**Deployment;** We are continuing to deploy the approaches in a systematic way to ensure full implementation. The approaches are being implemented in relevant areas, in a systematic way.

**Assessment & Review;** At each weekly and monthly conference we are assessing and reviewing the approaches followed based on monitoring and analysing the results and on analysing learning activities. Based on this, we will identify, prioritise, plan and implement improvements where needed.

## **DIVISIONAL PROFILE**

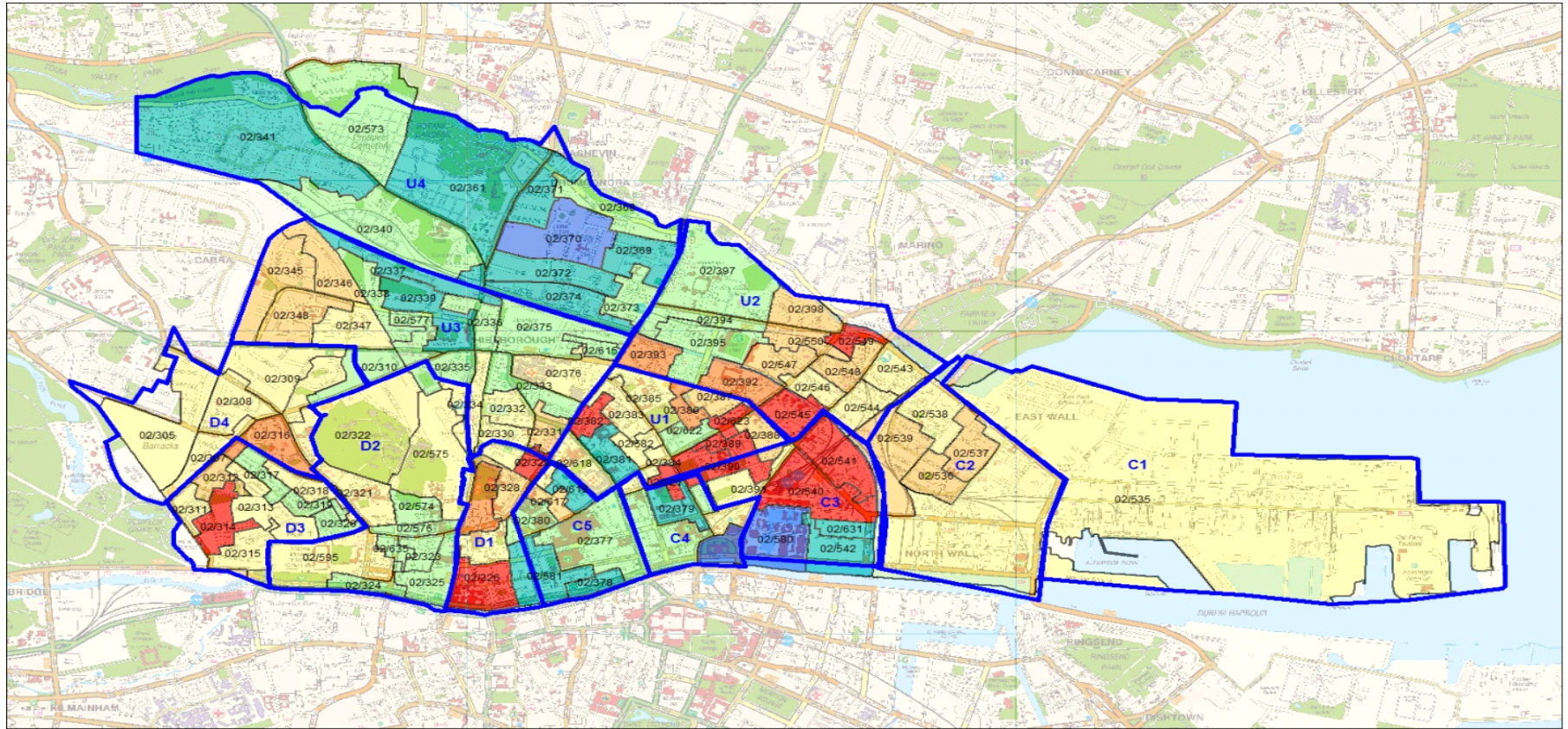


This Division consists of three Districts,  
**C District (Store St. station),**  
**D District (Bridewell station)**  
**U District (Fitzgibbon St. and Mountjoy station)**

<b>NORTH CENTRAL DIVISIONAL GARDA RESOURCES</b>							
	<b>C/SUPT</b>	<b>SUPT</b>	<b>INSP</b>	<b>SGT</b>	<b>GDAI</b>	<b>RESERVE</b>	<b>CLERICAL</b>
<b>Store St</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>34</b>	<b>269</b>	<b>4</b>	<b>18</b>
<b>Bridewell</b>	<b>-</b>	<b>1</b>	<b>5</b>	<b>27</b>	<b>144</b>	<b>5</b>	<b>13</b>
<b>Fitzgibbon St.</b>	<b>-</b>	<b>1</b>	<b>5</b>	<b>29</b>	<b>201</b>	<b>9</b>	<b>16</b>
<b>Divisional Total 2010</b>	<b>1</b>	<b>4</b>	<b>14</b>	<b>90</b>	<b>618</b>	<b>18</b>	<b>47</b>
<b>Divisional Total 2009</b>	<b>1</b>	<b>4</b>	<b>19</b>	<b>94</b>	<b>614</b>	<b>18</b>	<b>51</b>



**THE MAP BELOW INDICATES THE DEPRIVATION/AFFLUENCE OF EACH AREA WITHIN THE NORTH CENTRAL DIVISION**



Relative Index Score	Standard Deviation	Label/Colour
over 30	> 3	extremely affluent
20 to 30	2 to 3	very affluent
10 to 20	1 to 2	affluent
0 to 10	0 to 1	marginally above average
0 to -10	0 to -1	marginally below average
-10 to -20	-1 to -2	disadvantaged
-20 to -30	-2 to -3	very disadvantaged
below -30	< -3	extremely disadvantaged

These are the terms (*extremely affluent to extremely disadvantaged*) used to describe the communities in the D.M.R North Central.



## Economic profile:

While National income or output figures are not available for small areas such as the North Central area, the CSO 2006 Census of Population provides a detailed profile of those working in the centre city.

<b>EMPLOYMENT BY SECTOR, DUBLIN CITY CENTRE 2006</b>	
<b>SECTOR</b>	<b>NUMBERS EMPLOYED</b>
Commerce	<b>72,958</b>
Public administration and defence	<b>20,255</b>
Education, health and social work	<b>17,473</b>
Transport storage and communications	<b>10,423</b>
Manufacturing	<b>5,992</b>
Construction	<b>2,764</b>
Other	<b>16,550</b>
Unknown	<b>10,315</b>
<b>TOTAL</b>	<b>156,730</b>

At the time of publishing, these 156,730 persons working in Dublin City Centre represented 7.7% of overall employment in the State. This may however understate Dublin city centre's contribution to the national economy. The CSO estimated that in 2005 Dublin city and county, with just under 30% of the State's workforce, contributed just under 40% of national value added. It is suggested that; using appropriate grossing figures Dublin's city centre workforce could actually be producing in excess of 10% of national output. The two largest sectors are Commerce and Public Administration and Defence.

### Commerce:

The largest commercial employer is the IFSC. It is the fourth largest funds centre in Europe and employs approximately 25,000 persons. It is the eighth largest banking centre in the world, the fourth largest reinsurance centre and the leading European cross-border centre for life assurance. In 2005, one-sixth of Ireland's 100 most profitable companies were either IFSC or post-IFSC international service firms.

The second largest commercial employer in the city centre is retail. There are approximately 4,000 shops and 10 department stores and shopping centres in the city centre providing 4.5million square feet of retail space:

Finally, the third most important commercial sector in the city centre is tourism. In 2007 it is estimated that Dublin attracted 5.8m tourists, both foreign and domestic. Dublin is now the largest tourist region in Ireland and attracts a fairly even distribution of overseas tourists throughout all the non-peak months. In 2007, 4.4million overseas tourists to Dublin contributed €1.45bn in tourist revenue to the economy. Dublin Tourism plans to attract one million extra tourists to Dublin in the medium-term.

## Public Administration and Defence:

The second-largest sector of workers in the city centre are in Public Administration and Defence. In the 2006 Census, they totaled 20,255. While local authority employee numbers are significant (such as those working in DCC), the vast majority are civil servants employed in Government Departments. Of the 15 Departments, 13 are headquartered in Dublin city centre. Of the total of 156,730 working in the centre city, approximately 34,230 walk or cycle to work, and 122,500 use motorised transport modes.

## Residential Profile:

Resident population statistics are available for the North Central area and these show that there is a total of approximately 60,056 persons resident in the Division. This represents an increase of 15,145 since 1996. The Division is home to a Non-Irish National resident population of 21,020 some of which is reflected in the increase. Approximately 6,875 of the resident population is aged 14 years or younger and 1,769 are aged 65 years or older. Approximately 4,751 of the resident population left school at or before the age of 15 years. The unemployment rate stands at approximately 14% representing 4,200 persons resident in the Division. Lone parent households are estimated to be 3,236 and local authority tenants number approximately 4,031. The number of resident persons with disabilities is estimated to be 6,119.

<b>RESIDENT POPULATION STATISTICS</b>	<b>NUMBERS</b>
Resident population	<b>60,056</b>
Population Change 1996-2006	<b>15,145</b>
Non-Irish Nationals	<b>21,020</b>
Population aged 14 years and younger	<b>6,875</b>
People aged 65+ years and living alone	<b>1,769</b>
Population who have left school at or before the age of 15 yrs	<b>4,751</b>
Number of lone parent households:	<b>3,236</b>
Total number unemployed	<b>4,200</b>
Unemployment rate	<b>14.15%</b>
People with a disability	<b>6,119</b>
Local authority tenants:	<b>4,031</b>

The Division is home to a significant amount of critical infrastructure, national venues and places of special interest including the prisons at Mountjoy, St Patrick's, Arbour Hill and the Dochas Centre. It services the Mater, Temple Street, Rotunda and St Brendan's Hospitals and is home to Croke Park, Dalymount Park and the O2 Arena. It is also the hub for Busaras, Connolly Station, the Port Tunnel and Dublin Port.

The D.M.R North Central has responsibility for the Criminal Courts at all levels, the Family Law Court and the Children's Court. It services Garda Headquarters, Army Headquarters and Kings Inns. It hosts the historically significant General Post Office (GPO), the Garden of Remembrance and the National Writer's Museum. The Division also includes the Department of Education, the Department of the Environment and the Department of Social and Family Affairs.

The eclectic mix that is the D.M.R North Central provides significant challenges for the policing team who are committed to enhancing economic activity and improving the quality of life for those people who live in, work in or visit the area.

## Goal 1 - Ensuring our Nation's Security

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Identify and analyse any threat to National security and respond appropriately</p> <p>Enhance our capability to respond to security threats within in the Region</p> <p>Develop intelligence led operations targeting organised crime gangs and utilise all appropriate legislation in targeting those groups</p> <p>Further develop and manage our Regional capability in relation to major emergency management and assess Regional planning state of readiness</p>	<p>Number of serious breaches of security at National facilities</p> <p>Number of facilities risk assessed</p> <p>Number of Criminal gangs risk assessed and profiled</p> <p>Number of operations to target organised crime gangs</p> <p>Number of Major Emergency Exercises conducted</p>	<p>Identify and risk assess critical infrastructure throughout the Division.</p> <p>Greater monitoring and engagement of subversive targets within the division through increased liaison with the Special Detective Unit - monthly briefings to D/Insp./D/Supt.</p> <p>Quarterly briefing (conference at DMR North Central) by D/Insp. SDU to key divisional personnel.</p> <p>Through detailed profiling of organised gangs, establish the existence of any links with subversive terrorist groups/individuals.</p> <p>Engage and disrupt the connection between organised crime gangs and subversive terrorist groups.</p> <p>Detective Superintendent to monitor and manage Regional intelligence relating to Improvised Explosive Devices (I.E.Ds.)with a view to deploying tactical operations against identified offenders</p> <p>A database of persons under threat will be maintained and actioned using the latest information available.</p> <p>Manage and constantly evaluate the threats issued to persons residing/working within the Division and action intelligence to preserve life, personal security and to engage and disrupt criminal activity.</p> <p>Advances made in 2009 in the collation of all CCTV systems currently operational within the division will be completed in the first quarter by the creation of a CCTV database relating to each district.</p> <p>Review and develop our major emergency response capability by completing a major interagency live exercise in 2010</p> <p>Increase and develop our intelligence gathering and analysis capability by further engagement of the analysis service and increased use of available software to profile serious criminal gangs and case manage recidivist offenders.</p>	<p>Number of facilities (critical infrastructure) identified and risk assessed</p> <p>Number of serious breaches of security at National facilities (critical infrastructure)</p> <p>Monthly briefings by Special Detective Unit to D/Insp./D/Supt.</p> <p>Quarterly briefing held.</p> <p>Number of gangs risk assessed and profiled</p> <p>How many links established between organised gangs and subversive, terrorist groups/individuals.</p> <p>Number of interventions</p> <p>Number of I.E.Ds. recovered regionally</p> <p>Database completed and maintained.</p> <p>Number of interventions to threats to life</p> <p>Complete database of CCTV for each District</p> <p>Plan and execute one major emergency exercise during 2010.</p> <p>Number of profiles completed using available software during 2010</p> <p>Number of special reports completed by the Analyst Service</p>	<p style="text-align: center;"><b>Detective Superintendent Kennedy</b></p> <p style="text-align: center;"><b>Inspector Wall</b></p>

*Ensuring our Nation's Security*

## Goal 2 - Confronting Crime

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p><b>Tackle organised crime by:</b> Develop Intelligence led operations to target organised crime gangs</p> <p>Further develop our capability to deal with on street drug dealing and put operations in place to deal with same</p> <p>Work in co-operation with the Criminal Assets Bureau to target and profile criminals utilising proceeds of crime legislation</p> <p>Profile Human trafficking networks and develop targeted operations as a response</p> <p><b>Target crime by,</b></p> <p>Further develop our capability to target High volume property crime and crimes against the person</p> <p>Utilising our crime analysis service develop intelligence led operations to target domestic burglaries, shoplifting &amp; bicycle theft</p> <p>Engage with other agencies and communities to develop our response to all crimes</p> <p>Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to victims of these crimes</p>	<p>Number of profiles completed</p> <p>Number of operations to target organised crime gangs</p> <p>Number of Intelligence led operations targeting drug dealing</p> <p>Number of detections in relation to sale/supply of drugs</p> <p>Number of persons profiled by divisional asset profilers and forwarded to the Criminal Assets Bureau</p> <p>Enhanced profiling on the incidences of human trafficking for exploitation with a view to increase detections</p> <p>Decrease in volume crime</p> <p>Increased detections for crimes against the person</p> <p>Increase in detections</p> <p>Number of persons arrested for domestic violence crimes</p>	<p>Aggressively target high impact and property crime, in particular; Burglary, Robberies from Establishments, Robberies from Persons, Organised Begging, Drug based Anti-Social Behaviour, Theft from MPV, Theft from Shops, Thefts from Persons and Criminal Damage by engaging the Analysis Service and Digital PIN Mapping to facilitate targeted operations and to enable early intervention and prevention of crime.</p> <p>Aggressively target drug related crime with specific emphasis on; Street level drug possession, mid-level dealers and organised criminal groups/individuals engaged in trafficking and distribution</p> <p>Aggressively target and seize assets which are the proceeds of crime(including drug crime) using local criminal assets capability</p> <p>Aggressively and continuously profile all known serious criminals and organised criminal gangs and institute proceedings under the Criminal Justice (Amendment) Act 2009</p> <p>Use criminal assets and Housing Miscellaneous Provisions legislation to support proactive and aggressive strategies against serious criminals (in particular those involved in drugs related crime).</p> <p>Using Operation Quest we will profile/prevent and detect incidences of trafficking in human beings and illegal immigration</p> <p>Use case management system for; all juvenile prolific offenders, all adult prolific offenders, all registered sex offenders and all known serious criminals</p>	<p>Weekly Divisional Crime Analyst Report;</p> <p style="text-align: center;"><i>Decrease in volume crime Increase in detections</i></p> <p>Number of detections in relation to sale/supply of drugs</p> <p>Number of Intelligence led operations targeting drug dealing</p> <p>Number of persons/gangs profiled by divisional asset profilers and forwarded to the Criminal Assets Bureau</p> <p>Number of profiles of serious criminals and organised criminal gangs completed</p> <p>Number of evictions as a result of the implementation of the Housing(Miscellaneous) Provisions Act</p> <p>Number of profiles completed by Operation Quest</p> <p>Number of prosecutions for Human Trafficking</p> <p>Number of Gardaí trained in case management</p> <p>District Inspector nominated to oversee case management</p> <p>Number of persons subject to case management (a) Juveniles, (b) Prolific Offenders, (c) Serious Criminals &amp; (d) Registered Sex Offenders</p>	<p style="text-align: center;"><b>Detective Superintendent Kennedy</b></p> <p style="text-align: center;"><b>Superintendent Clerkin Detective Inspector Dolan</b></p> <p style="text-align: center;"><b>Superintendent Murphy Detective Inspector McGrath</b></p> <p style="text-align: center;"><b>Superintendent Ward Detective Inspector Sweeney</b></p>
<b>Divisional Outcome Reduced crime and the fear of crime</b>				

## Goal 2 – Confronting Crime (continued)

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Continue to manage risk assessment of sex offenders</p> <p>Develop operations to reduce crimes involving prohibited weapons based on analysis of hot spots where knives are used</p> <p>Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling</p> <p>Ensure appropriate training for persons involved in the management and investigation of crime</p> <p>Further develop our case management system</p> <p>Examine the warrants execution process with a view to improve execution rates</p>	<p>Sex offenders managed</p> <p>Number of persons arrested for possession/use of prohibited weapons</p> <p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods</p> <p>Number of Gardaí trained in the management and investigation of crime</p> <p>Appoint an Inspector in each District to oversee the implementation of the case management system</p> <p>Number of Gardaí trained in case management</p> <p>Number of persons subject to case management</p> <p>100% of arrested persons photographed and fingerprinted where legal authority exists</p> <p>Other arrested persons invited to provide fingerprints voluntarily</p> <p>Increased warrant execution rates</p>	<p>Maintain area and stakeholder profiles and deploy local area policing plans based on risk assessment, frequency of incident type, location, time and day analysis, impact on quality of life and fear of crime</p> <p>Continue to engage with commercial/retail stakeholders to tackle retail theft and to facilitate effective business/economic activity</p> <p>Deploy Divisional Crime Scene personnel to ensure maximum crime scene examination including on-site/street examination of MPV's where appropriate</p> <p>Maintain robust performance and accountability framework meetings, operation Anvil, crime management meetings and digital pin mapping to analyse, risk assess and manage effective resource deployment including financial management</p> <p>Continue to enhance and deploy our customer relationship management capability to support victims of crime (with particular emphasis on domestic violence) and key stakeholders</p> <p>Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling</p> <p>Ensure 100% of arrested persons are photographed and fingerprinted where legal authority exists and that all other arrested persons are invited to provide fingerprints voluntarily</p> <p>Examine the warrants execution process with a view to improve execution rates</p> <p>Ensure appropriate training for persons involved in the management and investigation of crime</p>	<p>Number of local area policing plans developed and implemented</p> <p>Number of persons found in possession/use of (a) knives &amp; (b) Firearms</p> <p>Number of conferences held with commercial/retail stakeholders to tackle retail theft</p> <p>Number of crime scenes examined</p> <p>Number of marks recovered and forwarded to Garda Headquarters</p> <p>Number of positive identifications returned</p> <p>Number of Divisional Performance and Accountability meetings held</p> <p>Number of Domestic Violence incidents</p> <p>Number of persons arrested for domestic violence crimes</p> <p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods in particular tobacco related products</p> <p>100% of arrested persons photographed and fingerprinted where legal authority exists - number of persons arrested versus number of persons fingerprinted/photographed</p> <p>Other arrested persons invited to provide fingerprints voluntarily</p> <p>Number of warrants executed, Bench, Committal, Distress and penal</p> <p>Number of Gardaí trained in the management and investigation of crime (a) Senior Investigating Officers (b) Family Liaison Officers (c) Child Interviewers, (d) On-Scene Commanders, (e) Crime Investigation Courses (f) DVSA Risk Assessment Training</p>	<p><b><i>Detective Superintendent Kennedy</i></b></p> <p><b><i>Superintendent Clerkin &amp; Detective Inspector Dolan</i></b></p> <p><b><i>Superintendent Murphy &amp; Detective Inspector McGrath</i></b></p> <p><b><i>Superintendent Ward &amp; Detective Inspector Sweeney</i></b></p>

**Divisional Outcome Reduced crime and the fear of crime**



### Goal 3 - Effective Roads Policing

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Implementation of Regional Roads Policing Operational Plan 2010</p> <p>Continued identification of collision prone locations leading to targeted enforcement of road traffic and road transport legislation</p> <p>Use of analysis service to ensure intelligence led enforcement and casualty reduction strategies</p> <p>Plan to be developed by each Divisional Officer aimed at reducing deaths and serious injuries in their Division and supported by DMR (Traffic) Division</p>	<p>All Roads Policing incidents and intelligence recorded on PULSE under <i>Operation Bóthar</i></p> <p>Reduction in serious injuries and fatal collisions</p>	<p>Aggressively target road user behaviour in particular; Pedal Cyclists, Pedestrians, Drink Driving, Drug Driving, Heavy Goods Vehicles, Vehicles to be seized, Seat belts, Speeding and Fixed Charge Penalty System</p> <p>Use roads policing strategies to aggressively interrupt and engage criminal activity including;</p> <ul style="list-style-type: none"> <li>• Intelligence gathering on high profile criminals and their associates(to include assets intelligence)</li> <li>• Interventions including stop &amp; search of high profile criminals and their associates</li> </ul> <p>Prosecutions of high profile criminals and their associates</p> <p>Sector Inspectors to develop sector specific traffic policing strategy based on frequency of incident type, location, time and day analysis. Complete appropriate risk assessment and deploy resources. A named member to have responsibility for roads policing in each sector</p>	<p>All crime related incidents, detections and intelligence made by the Divisional Traffic Unit recorded on Operation Bóthar and Divisional organisation number (TBD)</p> <p>Number of detections in traffic offences as listed</p> <p>Number of Criminal Targets identified and targeted</p> <p>Intelligence gathering on high profile criminals</p> <p>Number of crime related arrests</p> <p>Number of public order arrests</p> <p>Sectoral Traffic Strategy developed and deployed</p>	<p><i>Superintendent Clerkin</i></p> <p><i>Superintendent Murphy</i></p> <p><i>Superintendent Ward</i></p> <p><i>Inspector Wall</i></p>
<b>Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>				

### Goal 3 - Effective Roads Policing(continued)

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012</p> <p>Develop and implement co-ordinated initiatives to confront,</p> <ul style="list-style-type: none"> <li>• Speeding,</li> <li>• Impaired driving</li> <li>• Non wearing of safety belts</li> </ul> <p>Use of Sec. 12 RTA 1994 in all traffic collisions</p> <p>Further develop road safety education to schools and colleges</p> <p>Maximise the effective use of technology in both traffic and crime related operations (CCTV+ANPR)</p> <p>Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing</p>	<p>Number of speed detections of HGV'S and Buses</p> <p>Number of operations to confront drink driving, speeding and the non wearing of safety belts</p> <p>Number of MAT Checkpoints and number of persons breath tested at same</p> <p>Percentage of drivers involved in traffic collisions breath tested</p> <p>Number of presentations made to schools/colleges</p> <p>Number of members trained in PUMA speed detection and ANPR</p> <p>Number of Intelligence led operations combating both traffic and crime policing</p>	<p>Continue to use planned and managed Mandatory Alcohol Testing Checkpoints (all units)</p> <p>Continue to develop a collaborative Traffic Management Strategy with relevant partnership agencies</p> <p>Through collision analysis and targeted intelligence led enforcement ensure effective and consistent enforcement of road traffic and road transport legislation and improve road-safety</p> <p>Promote road safety in respect of cyclists and pedestrians through schools programme</p> <p>Use effective consultation and engagement to ensure that robust stakeholder focused traffic management strategies are in place at major events and large gatherings.</p>	<p>Number of speed detections of HGV'S and Buses</p> <p>Number of MAT checkpoints</p> <p>Number of persons breathalysed at MAT checkpoints</p> <p>Number of arrests as a result of MAT checkpoints</p> <p>Percentage of drivers involved in traffic collisions breath tested</p> <p>Number of operations to confront</p> <p>(1) drink driving, (2) speeding (3) non wearing of safety belts</p> <p>Number of interagency Traffic Management meetings held</p> <p>Number of collision prone zones identified</p> <p>Number of Collision Prone locations identified</p> <p>School visits where road safety is promoted</p> <p>Number of Special Events policed</p> <p>Number of members trained in PUMA speed detection and ANPR</p> <p>Number of Intelligence led operations combating both traffic and crime policing</p>	<p><i>Superintendent Clerkin</i></p> <p><i>Superintendent Murphy</i></p> <p><i>Superintendent Ward</i></p> <p><i>Inspector Wall</i></p>

**Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries**

## Goal 4 - Ensuring a Peaceful Community

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Further develop the case management system</p> <p>Engage with Joint Policing Committees in relation to the establishment of local policing fora</p> <p>Through proactive analysis identify public order hotspots</p> <p>Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime</p> <p>Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour</p> <p>Reduce the fear in communities caused by the incidents of anti-social behaviour</p>	<p>Appoint an Inspector in each District to oversee the implementation of the case management system</p> <p>Number of Gardaí trained in case management</p> <p>Number of offenders subject to case management</p> <p>Local Policing Fora established in every Drug Task Force area</p> <p>Public disorder/assaults/criminal damage reduced</p> <p>Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006</p> <p>Number of Adult Cautions administered in relation to <i>anti-social behaviour</i></p>	<p>Aggressively target public disorder and anti-social behaviour, focussing in particular on; Public Order, Liquor Licensing legislation and the criminal Justice Act, 2006</p> <p>Utilise analysis service and intelligence gleaned from community policing to identify, target and engage public order hotspots and locations where anti-social behaviour is taking place in this Division. The stakeholders associated with the night-time economy will be identified and engaged in a partnership approach to this strategy</p> <p>Aggressively target public disorder and anti-social behaviour, by developing sector specific public order policing strategy based on frequency of incident type, location, time and day analysis. Complete appropriate risk assessment and deploy resources</p> <p>Further enhance community safety by actively targeting and pursuing drug related street violence and anti-social behaviour including organised begging</p> <p>Profile and case manage all known prolific public order and anti-social behaviour offenders (including individual and groups involved in organised begging) in each district and develop appropriate antisocial management and elimination strategy based on risk assessment</p> <p>In conjunction with Joint Policing Committees, local Community Policing Fora and business groups continue to develop partnerships aimed at tackling public disorder and anti-social behaviour</p> <p>Divisional Community Policing Office staff will enhance engagement with local communities, public representatives and other key stakeholders to identify and respond to concerns, needs and requirements</p> <p>Robust performance and accountability framework meetings and public order/anti-social behaviour (offender)case management meetings will be used to analyse, risk assess, deploy and manage effective resource deployment to reduce fear in local communities and thoroughfares</p>	<p>Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006</p> <p>Number of Adult Cautions administered in relation to <i>anti-social behaviour</i></p> <p>Number of operations conducted as a result of reports based reports received by the analyst service</p> <p>Number of briefings held with the night-time economy stake holders</p> <p>A Public Order Strategy/risk assessment developed for each sector</p> <p>Number of operations directed at organised begging</p> <p>Number of prolific public Order offenders identified</p> <p>Number of public order offenders case-managed</p> <p>Number of meetings with Joint Policing Committee</p> <p>Number of new developments/processes to increase communications capability of Divisional Community Policing Office</p>	<p><b>Superintendent Clerkin</b></p> <p><b>Superintendent Murphy</b></p> <p><b>Superintendent Ward</b></p>

**Divisional Outcome Safer and more peaceful local communities**

## Goal 5 - Working with Communities

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Examine Community Policing processes in consultation with partner agencies and the wider community with a view to improving community service delivery</p> <p>Develop our problem solving capability for Gardaí deployed in Community Policing</p> <p>Implement National strategies in relation to Diversity, Older people, Youth &amp; Children</p>	<p>National Model of Community Policing rolled out in every District</p> <p>Number of Gardaí trained in problem solving</p> <p>Action strategies in relation to Diversity, Older people, Youth &amp; Children.</p>	<p>The national model of community policing to be consolidated and embedded in every community in this division. Consolidate and embed communication strategies that co-ordinate and support Community Policing objectives(the fundamental concepts of customer relationship management will be used to enhance these strategies)</p> <p>Divisional Community Policing Office will utilise up-to-date technology to maintain and manage a register of key customers and stakeholders and will provide a dedicated, accessible and visible service to communities – this register will include a list of; Political, Economic, Social/Community, Technological, Legal and Environmental stakeholders</p> <p>Implement <i>E-Business Watch</i> across the DMR North Central in partnership with Dublin City Centre Business Association</p> <p>Continue to build trust and confidence with diverse communities through the implementation of the Garda Diversity Strategy</p> <p>Engage with ethnic and culturally diverse communities by means of quarterly meetings of the Forum for New Communities held on a Divisional basis</p> <p>Use partnership based problem-solving initiatives with identified stakeholders to provide solutions that reduce the fear of crime through targeted enforcement and crime prevention and reduction initiatives</p> <p>Develop and maintain an accurate register of senior citizens and maintain an active dialog to address their policing needs and requirements</p> <p>All victims of crime who are over 65 yrs of age will receive a personal contact from the Divisional Community Policing Office staff and will be visited by local community policing personnel</p> <p>100% of Community Gardaí to receive Diversity training and qualify as trained Ethnic Liaison Officers</p>	<p>National model of Community Policing embedded in each Sector</p> <p>Register of customers and stakeholders created and maintained by Divisional Community Policing Office</p> <p>E-Business Watch established</p> <p>Each District to continue to implement the Garda Diversity Strategy</p> <p>Number of quarterly meetings held of the Forum for New Communities</p> <p>Provide solutions that reduce the fear of crime through targeted enforcement and crime prevention Reduction in the fear of crime</p> <p>Accurate register of senior citizens created in District</p> <p>All victims of crime who are over 65 years of age</p> <p>Number of Gardaí trained in relation to Ethnic Liaison</p>	<p><i>Superintendent Clerkin</i></p> <p><i>Superintendent Murphy</i></p> <p><i>Superintendent Ward</i></p>
<b>Divisional Outcome : Trust and confidence in the Garda service</b>				

## Goal 5 - Working with Communities (continued)

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Develop our community policing capability for Gardaí deployed on Community Policing</p> <p>Maintain and develop Community Policing initiatives through out the Region</p> <p>Develop a call back mechanism to persons subject of crimes against the person</p> <p>Engage with and support communities with particular emphasis on the vulnerable in society</p> <p>Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter</p>	<p>Community Policing initiatives maintained</p> <p>Letter issued to every victim in appropriate cases</p> <p>The number of persons of pensionable age, who have been victims of Domestic Burglary or Assault, that have received a visit from their Community Garda and have been given crime prevention strategies and reassurance</p>	<p>A member of the Community Policing Unit to take ownership and responsibility for each school in the Division to ensure meaningful engagement with children and young people through the implementation of the Garda Síochána Youth and Children’s Strategy thereby developing and fostering positive relationships with the goal of promoting personal and community safety</p> <p>Monitor, manage and take immediate action in respect of racially motivated incidents</p> <p>Utilise the Divisional Community Policing Office to actively engage and appropriately support victims of crime by providing a meaningful after-service – letters and personal contact with victims</p> <p>Deploy and fully implement a customer satisfaction survey for victims of crime</p> <p>Four family liaison Officers appointed and maintained in each District</p> <p>Develop and agree a strategic policing plan for DMR North Central with the Joint Policing Committee</p> <p>Develop and agree an operational/tactical plan for each district with the appropriate Community Policing Forum</p> <p>Greater monitoring of Community Policing including patrols by senior management team members (Chief Superintendent &amp; Superintendent)</p>	<p>Visits to Primary Schools</p> <p>Visits to Secondary Schools</p> <p>Racist Incidents Reported (Detected.)</p> <p>Number of victims engaged with by the Divisional Community Policing Office</p> <p>Completed Customer survey for victims of crime</p> <p>Four Family Liaison Officers trained in each District</p> <p>Strategic plan developed and agreed with the Joint Policing Committee</p> <p>District Operational plans developed in conjunction with the appropriate Community Policing Forum</p> <p>Number of patrols by; (a) Divisional Officer (b) District Officers</p>	<p><i>Superintendent Clerkin</i></p> <p><i>Superintendent Murphy</i></p> <p><i>Superintendent Ward</i></p>

**Divisional Outcome : Trust and confidence in the Garda service**

## Goal 6 - An Excellent Organisation

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Further develop the Corporate Risk Matrix</p> <p>Further develop our public order training capability</p> <p>Increase the number of on Scene commanders</p> <p>Increase the number of trained negotiators</p> <p>Strict Adherence to the Garda Síochána Dress Code for Gardaí and Civilian Staff members with a view to ensuring the highest standards of dress and appearance by all members of An Garda Síochána (including civilian staff members) when going on duty</p>	<p>Risks identified and measures put in place to control, monitor and evaluate risks</p> <p>Number of Gardaí trained in public order units</p> <p>No of on scene commanders trained</p> <p>Number of negotiators trained</p> <p>Supervisors will ensure that staff interact with the public in a manner which reflects positively on the whole organisation, through guidance, coaching and standard setting behaviours, ensuring turn-out of personnel on duty is of the highest possible standard and in strict compliance with An Garda Síochána Dress Code</p>	<p>Continue to maintain the Corporate Risk Matrix</p> <p>Develop a strong customer focus and results orientation by empowering our staff to take ownership and responsibility of areas and issues in consultation and partnership with key customers and stake holders – <i>Measure by means of surveys</i></p> <p>Through training and development ensure that all members of the organisation are provided with the necessary skills and knowledge commensurate with their roles and responsibilities</p> <p>Implement smart processes and technologies to enable modernisation and reform</p> <ul style="list-style-type: none"> <li>○ Customer Relationship Management (CRM), Victims, Stakeholders, Case Management.</li> <li>○ Organised Crime and Criminal Assets profiling.</li> <li>○ Centralised Telephone Answering and Counter Service.</li> <li>○ Digital Pin-Mapping</li> <li>○</li> </ul> <p>Measure performances to drive continuous improvement, using customer and stakeholder surveys</p> <p>Manage all our resources to ensure value for money and achieve prioritised policing objectives</p> <p>By wearing high visibility fluorescent jackets at all times when on outdoor duty in uniform and by being clean and neat in appearance</p> <p>By wearing official caps at all times when on outdoor duty in uniform, including when exiting official vehicles while on mobile duty</p> <p>By Divisional and District Officers engaging spot checks/spot inspections of units for the purpose of ensuring compliance with the current uniform/dress policy(including regulation haircut and styles)</p> <p>By addressing station telephone answering and counter service standards with a view to significantly improving our service to the public</p>	<p>Completed Risk Matrix</p> <p>Develop a comprehensive customer Survey</p> <p>Total number of members trained in all aspects of policing</p> <p>Number of Gardaí trained in public order units</p> <p>Number of on scene commanders trained</p> <p>Number of negotiators trained.</p> <p>New Processes established to make each District operate more efficiently</p> <p>Number of Spot-Checks/Inspections in relation to the Garda Dress Code held</p> <p>Members cautioned regarding their standard of dress</p> <p>Review of standards of telephone answering in all stations</p> <p>New processes implanted in relation to telephones</p> <p>New processes implanted in relation to public counter interactions with the Public</p>	<p><i><b>Superintendent Clerkin</b></i></p> <p><i><b>Superintendent Murphy</b></i></p> <p><i><b>Superintendent Ward</b></i></p>
<b>Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources</b>				



*The following people are acknowledged for their contribution to the 2010 Policing Plan.*

<b>DEPUTY</b>	<b>DEPUTY</b>	<b>DEPUTY</b>	<b>SENATOR</b>	<b>COUNCILOR</b>
Cyprian Brady	Joe Costello	Maureen 'Sullivan	Pascal Donohoe	Christy Burke,
<b>COUNCILOR</b>	<b>COUNCILOR</b>	<b>COUNCILOR</b>	<b>COUNCILOR</b>	<b>COUNCILOR (Lord Mayor)</b>
Mary Fitzpatrick	Áine Clancy	Cieran Perry	Brendan Carr	Emer Costello
<b>DUBLIN CITY COUNCIL</b>	<b>DUBLIN CITY COUNCIL</b>	<b>DUBLIN CITY COUNCIL</b>	<b>DUBLIN CITY COUNCIL</b>	<b>DUBLIN CITY COUNCIL</b>
Charlie Lowe	Hugh McKenna	Bridget Gilbert	John McPartlan	Blathnaid Casey
<b>DCCBA</b>	<b>CLEARYS</b>	<b>DUBLIN CITY BID</b>	<b>DUBLIN CITY BID</b>	<b>DUBLIN CITY BID</b>
Tom Coffey	PJ Timmins	Basil Good	Andrew Diggins	Richard Guiney
	<b>DUBLIN CHAMBER OF COMMERCE</b>	<b>COMMUNITY POLICING FORUM</b>	<b>ANA LIFFEY PROJECT</b>	
	Aerbhric McGibney	Marie Metcalf	Tony Duffin	

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