



DMR West

Divisional Policing Plan

2010

Dublin Metropolitan Region

'Working with our Communities'

Foreword



The D.M.R. (West) Division is committed to developing and improving our quality service thereby, attaining the highest level of Professional and Ethical Standards throughout our interactions with the Community.

We will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels.

We will continue to use the resources available to us in an effective and innovative way. In developing our members to be highly motivated, we will ensure an improved service to all members of the community, which will assist in achieving the policing and community centred objectives of our Organisation.

Crime Prevention will be a main focus point in this Division. We will look to increase awareness at Community Level that Crime Prevention and reduction is a shared responsibility.

The areas prioritised in this plan will build on our accomplishments in this Division in 2009. Thus enhancing our ability to meet the different challenges and policing needs for 2010.

Signature

**Chief Superintendent
Declan Coburn**

VISION

*‘Excellent people delivering
policing excellence’*

MISSION

Working with Communities to Protect and Serve

VALUES

Honesty - Being honest and ethical and adhering to the principles of fairness and justice

Accountability - Accepting individual responsibility and ensuring public accountability

Respect - Having respect for people, their Human Rights and their needs

Professionalism - Providing a professional policing service to all

Draft Priorities for An Garda Síochána for 2010 Determined by the Minister for Justice, Equality and Law Reform

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- (a) preserving peace and public order,
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security of the State,
- (e) preventing crime
- (f) bringing criminals to justice, including by detecting and investigating crime,
- (g) regulating and controlling road traffic and improving road safety;

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement. The Commissioner is 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, youth justice, victims of crime, road safety, and on domestic and sexual violence.

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.

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

| Regional Actions | Regional Indicators | Divisional Actions | Divisional Indicators | Process Owners |
|---|---|---|--|-----------------------|
| Identify and analyse any threat to National security and respond appropriately | Number of serious breaches of security at National facilities | Support Garda Units dedicated to combating subversive activity and emerging security and terrorist threats | Number of individuals arrested and/or prosecuted for terrorist/ subversive / Islamic militant offences | Each District Officer |
| Analyse any threat to National Security and respond appropriately | Number of facilitates risk assessed | Ongoing evaluation of the security requirements of Áras An Uachtaráin and the residence of the US Ambassador, Farmleigh, Italian Ambassadors Residence, Cloverhill and Wheatfield prison. | Number of serious breaches of security at major facilities | D/Supt O' Sullivan |
| Enhance our capability to respond to security threats within the Region | Number of Criminal gangs profiled | Ongoing liaison with Air Corp in relation to Casement Aerodrome at Baldonnell and monitoring of Weston Airport | Number of Criminal gangs profiled | Each District Officer |
| Develop intelligence led operations targeting organised crime gangs and utilise all appropriate legislation in targeting those groups | Number of operations to target organised crime gangs | Individuals involved in organised and serious crime will continue to be targeted through intelligence led operations | Number of threats identified | D/Supt O' Sullivan |
| | | Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation | Increases in the detection rates of Possession of Firearm Offences | |
| | | Monitoring and Evaluation of ongoing operations and the establishment of new operations to target criminal gangs | | |

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| Further develop and manage our Regional capability in relation to major emergency management and assess Regional planning state of readiness | Number of Major Emergency Exercises conducted | <p>Ongoing liaison with National Support Services (CAB, GNIB and GNDU, GBFI, NBCI, SDU) and Crime & Security in targeting Criminal Gangs</p> <p>Ongoing development of major emergency management within the DMR West</p> | One Major Emergency Exercise conducted in each Garda District | Each District Officer |
| Divisional Outcome : A secure Nation. An active role in enhancing National Security | | | | |

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

| Regional Actions | Regional Indicators | Divisional Actions | Divisional Indicators | Process Owners |
|--|--|---|--|---|
| <p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Develop Intelligence led operations to target organised crime gangs Further develop our capability to deal with on street drug dealing and put operations in place to deal with same Work in co-operation with the Criminal Assets Bureau (CAB) to target and profile criminals utilising proceeds of crime legislation | <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 CAB</p> | <p>Individuals involved in organised and serious crime including Tiger Kidnapping and Cash in Transit robberies will continue to be targeted through intelligence led operations</p> <p>Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation</p> <p>Ongoing liaison with National Garda Units such as Criminal Assets Bureau, Garda National Immigration Bureau, Special Detective Unit and Garda National Drug Unit in targeting Criminal Gangs.</p> <p>D/Inspector / CIO in each District to supply targets for uploading to ANPR</p> <p>Promote use of technological assets and surveillance in all relevant aspects of Garda Operations</p> <p>To monitor and target new developments in the Drug Culture (eg: Headshops)</p> <p>Ongoing targeting and profiling of persons involved in Human Trafficking</p> <p>Increased co-operation with other police agencies and implementation of European Arrest Warrants</p> | <p>Increase in the number of persons arrested and prosecuted for possession and use of prohibited weapons</p> <p>Increase in the Detection rates for Possession of Firearms Offences</p> <p>Increase in the Detection of importation of drugs, cultivation and manufacture of drugs, possession of drugs for sale or supply through intelligence led operations</p> <p>Monitor strengths of District Drugs Units</p> <p>Train one extra Garda in each District in Fraud Offences</p> <p>Appoint one dedicated CAB liaison Garda in each District</p> <p>Increase in number of prosecutions in serious and organised crime</p> <p>Increase number of CAB profiles developed</p> <p>Inspector appointed to monitor and co-ordinate activity</p> <p>Increased number of European Arrest Warrants being executed</p> <p>Training of members in Tackling trafficking in human beings, prevention protection and prosecution</p> <p>Reduction in the number of Property related crimes</p> | <p>Each District Officer</p> <p>D/Super O' Sullivan</p> <p>Each District Officer</p> <p>D/Super O' Sullivan</p> <p>D/Inspector McDonnell</p> <p>Each District Officer</p> |

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| <ul style="list-style-type: none"> Develop operations to reduce crimes involving prohibited weapons based on analysis of hot spots where knives are used Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling Ensure appropriate training for persons involved in the management and investigation of crime Further develop our case management system | <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 Gardai 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>Monitor and analyse crimes where prohibited weapons are used so as to develop operations to target offenders</p> <p>Develop operations to target the sale of counterfeit goods and cigarette smuggling</p> <p>Ensure members involved in the management and investigation of crime are appropriately trained</p> <p>Development of the current case management system in the DMR West</p> <p>Increase the number of Bench, Penal, Distress and Committal warrants</p> | <p>Number of operations, seizures and searches targeting the sale of counterfeit goods and cigarette smuggling</p> <p>Number of Gardaí trained in the management and investigations of crime.</p> <p>Increase the number of Incident Room Investigators trained.</p> <p>Members trained in the interviewing of Suspects/ Witnesses</p> <p>Two Serious Incident Investigators trained in each District</p> <p>Members trained fully as Telephone analysts</p> <p>Inspector to be nominated in each Garda district to oversee the implementation and expansion of the case management system and target prolific offenders</p> <p>Number of persons subject to case management</p> | <p>Each District Officer</p> <p>D/Super O'Sullivan</p> |
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| <ul style="list-style-type: none"> • Examine the warrants execution process with a view to improve execution rates • Photograph and fingerprint suspects | <p>Improved warrant execution rates</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>executed</p> <p>All arrested persons photographed and fingerprinted, DNA where legal authority exists and also to increase the number of persons arrested fingerprinted voluntarily</p> | <p>Each Station to appoint an Inspector to implement and monitor a programme to increase the number of warrants executed</p> <p>Number of persons photographed and fingerprinted. Training of Scenes of Crime in the taking of DNA</p> | |
| <p>Divisional Outcome : Reduced crime and the fear of crime</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 this Strategy.

We will develop and implement initiatives which deny the use of our roads for criminal activity.

| Regional Actions | Regional Indicators | Divisional Actions | Divisional Indicators | Process Owners |
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| Implementation of Regional Roads Policing Operational Plan 2010 | | Action the relevant elements of the Regional Roads Operational Plan 2010 | | Each District Officer Inspector in charge Divisional Traffic |
| Continued identification of collision prone locations leading to targeted enforcement of road traffic and road transport legislation | | Increase the resources on Divisional Traffic Unit | | |
| Use of analysis service to ensure intelligence led enforcement and casualty reduction strategies | Reduction in serious injuries and fatal collisions | Meet with the local authorities to identify collision prone zones | Identification of collision prone zones and actions | |
| Plan to be developed by each Divisional Officer aimed at reducing deaths and serious injuries in their Division and supported by DMR (Traffic) Division | | Enforcement of MAT Checkpoints in Identified areas | Reduction of casualties | |
| Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012 | | Develop a plan aimed at reducing deaths and serious injuries in the Division | Number of Joint operations | |
| | Number of speed detections of HGV'S and Buses | | | |
| | | Schools Programme fully implemented | Number of classes given | |

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| <p>Develop and implement co-ordinated initiatives to confront,</p> <ul style="list-style-type: none"> • Speeding, • Impaired driving • Non wearing of safety belts <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>Number of operations to confront drink driving, speeding and the non wearing of safety belts</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>Increase MAT Checkpoints</p> <p>Targeted enforcement</p> <p>Liaison with local media in Division</p> <p>Continue to participate in Tispol Operations</p> <p>All Drivers tested after road traffic collision</p> <p>Target Small Public Service Vehicles</p> <p>Schools Programme fully implemented</p> <p>Inter-Agency co-ordination in relation to traffic, road safety and emergency policing</p> <p>ANPR Trainer in Division</p> <p>D/Inspector / Criminal Intelligence Officer (CIO) in each District to supply targets for uploading to ANPR.</p> <p>Targeted operations involving Traffic and Non Traffic Personnel</p> | <p>Number of prosecutions and checkpoints</p> <p>Number of campaigns conducted to increase profiles</p> <p>Increased safety of vehicles and their loads</p> <p>Number of Drivers tested</p> <p>Regulations and Requirements strictly adhered to. Awareness increased</p> <p>Increased safety for road users</p> <p>Number trained, number of operations undertaken</p> | <p>Each District Officer Inspector in charge Divisional Traffic</p> |
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| Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing | Number of Intelligence led operations combating both traffic and crime policing | | Number of targets identified | |
| Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries | | | | |

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.

| Regional Actions | Regional Indicators | Divisional Actions | Divisional Indicators | Process Owners |
|--|--|--|---|-----------------------|
| Further develop the case management system | Crime case management system expanded and Inspectors appointed in every District to manage case management | Development of the current case management system in the DMR West. | Inspector to be nominated in each Garda district to oversee the implementation and expansion of the case management system and target prolific offenders. Number of persons subject to case management | Each District Officer |
| Engage with Joint Policing Committees in relation to the establishment of local policing fora. | Local Policing Fora established in every Drug Task Force area. | Local Policing Fora to be established in all Drug Task Force areas in conjunction with the Joint Policing Fora. | Superintendent in each Garda District to be nominated to engage in the establishment of Local Policing Fora | |
| Through proactive analysis identify public order hotspots | Public disorder/assaults/criminal damage reduced | Increase Garda visibility in urban centres and known trouble spots at night and on weekends thereby adopting a low tolerance stance in relation to alcohol and drug related anti social behaviour. | Reduction in Public Disorder Offences. Number of behaviour warnings, civil orders, good behaviour orders under the Criminal Justice Act 2006. | |
| Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime. | Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006. | Pro actively enforce the various liquor licensing and Public order legislation available to the Gardai. | Number of Adult Cautions administered. | |
| Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour. | Number of Adult Cautions administered | Target public order disorder hot spots. | Number of Fixed Charge Penalty System (FCPS) fines issued for Public Order Incidents. Number of Licenced premises inspected. | |
| Reduce the fear in communities caused by the incidents of anti-social behaviour | | | | |

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| | | <p>Identify trends and patterns in relation to all forms of criminal damage and assaults using the services of the GSAS.</p> <p>Prioritise Response of Units to Public Order Calls</p> | <p>Number of prosecutions under S4 (1) intoxicating Liquor Act 2003</p> <p>Monitor on Monthly basis.</p> <p>Reduction in the number of Criminal Damage Offences.</p> <p>Reduction in the number of incidents of Assault.</p> | |
| Divisional Outcome : Safer and more peaceful local communities | | | | |

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.

| Regional Actions | Regional Indicators | Divisional Actions | Divisional Indicators | Process Owners |
|--|--|--|--|-----------------------|
| Examine Community Policing processes in consultation with partner agencies and the wider community with a view to improving community service delivery | National Model of Community Policing rolled out in every District | Implement the Garda Model of Community Policing Divisionally and maintain effective liaison with other partner organisations | Action the relevant elements of the Regional Model of Community Policing in each Garda District | Each District Officer |
| Develop our problem solving capability for Gardaí deployed in Community Policing | Number of Gardaí trained in problem solving | Implement training for all Community Police in problem solving | Number of Community Police trained in problem solving | |
| Implement National strategies in relation to Diversity, Older people, Youth & Children | Action strategies in relation to Diversity, Older people, Youth & Children | Implement National strategies in relation to Diversity, Older people, Youth and Children | Action the relevant elements of the national strategies in relation to Diversity, Older people, Youth and Children in all Garda Districts. | |
| Develop our community policing capability for Gardaí deployed on Community Policing | Community Policing initiatives maintained | Increased number of Garda Youth Diversion Projects | Young people diverted from becoming involved in anti-social and/or criminal behaviour through Garda Youth Diversion Programmes | |
| To maintain and develop Community Policing initiatives through out the Region | | Community Safety Week and Open Days | Community Safety Week in each District and Lucan District Annual Open Day | |
| Develop a call back mechanism to persons subject of crimes against the person | Letter issued to every victim in appropriate cases | Increase the level of Garda uniformed visibility throughout the Division | | |
| Engage with and support communities with particular emphasis on the | | Advise crime victims in writing in a timely fashion in appropriate cases the contact details of the investigating Garda and the availability of victim support | Crime victims contacted in writing advising them of the availability of victim support services | |

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| vulnerable in society Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter | The number of persons of pensionable age, who have been victims of Crime, that have received a visit from their Community Garda and have been given crime prevention strategies and reassurance | services Each person of pensionable age who is a victim of Crime shall have a community Garda visit with crime prevention strategies and reassurance which will be recorded on pulse | 100% of persons of pensionable age who are victims of Crime visited and offered crime prevention advice | |
| Divisional Outcome : Trust and confidence in the Garda service | | | | |

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.

| Regional Actions | Regional Indicators | Divisional Actions | Divisional Indicators | Process Owners |
|---|--|---|---|----------------------------|
| Further develop the Corporate Risk Matrix | Risks identified and measures put in place to control, monitor and evaluate risks | Develop and maintain the Corporate Risk Matrix for the DMR West Division | Corporate Risk Matrix in place for all Garda Districts | Each District Officer |
| Further develop our public order training capability | Number of Gardaí trained in public order | Further training of the public order unit within the DMR West Division | Number of the Gardaí trained in public order. | |
| Increase the number of on scene commanders | No of on scene commanders trained | Appoint and train 2 On scene commanders | Number of on scene commanders | Supt. Clavin Insp. Duff |
| Increase the number of trained negotiators | Number of negotiators trained | Increase the number of trained negotiators | Number of negotiators trained | |
| 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 | 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 standard and in strict compliance with An Garda Síochána Dress Code | Supervisors will ensure all members both in uniform and plain clothes are turned out in accordance with Garda Code when commencing duty and that Garda vehicles and transport are maintained to the highest standard Promote professional and courteous relations when interacting with members of the public Promote and encourage the use of Garda Portal To continue to provide education, training and support to Civilian Staff to increase the | All members are turned out to the highest standard and that all cars are maintained to the highest standard Reduce the number of complaints for discourteous behaviour and abuse of authority. Members provided with access to organisational information and knowledge. Increased number of courses attended and | Each District Officer |

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| | | <p>quality of service provided to the Public</p> <p>Continue to monitor, supervise & support members and civilian staff absent through illness</p> <p>Encourage safe driving through weekly management meetings and Safe Driving Award Scheme</p> <p>To continue to monitor financial expenditure in line with budgets to ensure effective application of resources</p> | <p>increased output from staff.</p> <p>Increased number of visits and contact with members and civilian staff</p> <p>Increased number of members applying for Safe Driving Award Certificate</p> <p>Effective and efficient use of resources</p> | |
| Divisional Outcome : Highly motivated people; better service to citizens; more effective use of resources | | | | |