

# Dublin Metropolitan Region - North Central Divisional Policing Plan 2011

'Working with our Communities'

## **FOREWORD**



On the 1<sup>st</sup> of January 2011, 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 2011'* 

Our policing strategy in 2011 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. 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 2011. 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.

**Chief Superintendent** 

## 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

#### Priorities for An Garda Síochána for 2011 Determined by the Minister for Justice, Equality and Law Reform

#### **PRIORITIES FOR 2011**

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, 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 and to provide a community policing service which meets the demands of the public.

#### **ROADS POLICING**

To police the roads, in particular 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. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

#### HUMAN TRAFFICKING

To prevent and detect human trafficking.

### 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 2011. The word "management" focuses the attention on the importance of the 'steering' of each District and the Division by means of structured activities.

#### **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 proactively, 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

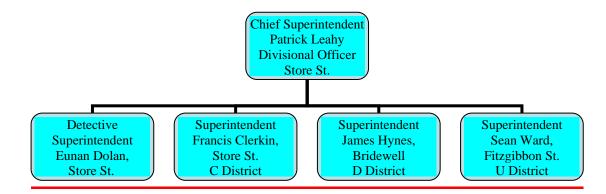
**Results;** At the beginning of January we determined the Results required for the next twelve months. The interim results must show positive trends and / or sustained good performance; appropriate targets have been set and must now be met or exceeded.

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

**D**eployment; 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.

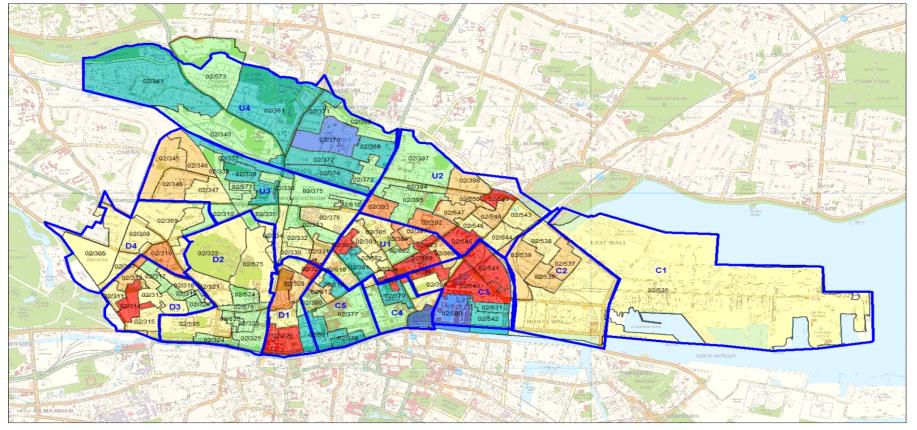
## **DIVISIONAL PROFILE**



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

NORTH CENTRAL DIVISIONAL GARDA RESOURCES							
	C/SUPT	SUPT	INSP	SGT	GDAI	RESERVE	CLERICAL
Store St	1	2	6	34	260	6	19
Bridewell		1	7	33	137	5	16
Fitzgibbon St.		1	5	25	186	11	12
<b>Divisional Total 2011</b>	1	4	18	92	583	22	47
<b>Divisional Total 2010</b>	1	4	14	90	600	18	47

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.

C1 to C5, D1 to D4 and U1 to U4 represent the Community Policing boundaries in each District. Dedicated teams of Community Gardaí are assigned to these areas.

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

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

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.

<b>Regional Actions</b>	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Identify and analyse any threat to National security within the Dublin Metropolitan Region and respond appropriately	No terrorist attacks occurring within the Region	Identify and risk assess critical infrastructure throughout the Division	Number of facilities(critical infrastructure) identified and risk assessed	
Enhance Divisional Criminal	Number of serious breaches of security at National facilities	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	Number of serious breaches of security at National facilities(critical infrastructure	
Intelligence function through enhanced sharing and management of information/intelligence in	Number of facilities risk	Quarterly briefing (conference at DMR North Central) by D/Insp. SDU to key divisional personnel. A representative from	Monthly briefings by Special Detective Unit to D/Insp./D/Supt	
respect of subversive crime	assessed	SDU to brief members at the Performance and Accountability meeting on a monthly basis and provide intelligence following any major event where a subversive element is involved	Quarterly briefing held Number of gangs risk assessed and profiled	Detective Superintender Dolan
Regional Serious Crime		Ongoing liaison between D/Inspectors and SDU		Dolan
Management Team will assist in identifying and targeting links between organised crime gangs and subversive/terrorist groups	Number of subversive gangs profiled	Through detailed profiling of organised gangs, establish the existence of any links with subversive/terrorist groups/individuals	How many links established between organised gangs and subversive, terrorist groups/individuals	
	Number of operations to target subversive crime	Engage and disrupt the connection between organised crime gangs and subversive terrorist groups	Number of interventions	
Develop Crisis Incident Management Command Room	gangs	Review and develop our major emergency response capability by completing a major interagency live exercise in 2011	Number of I.E.Ds. recovered regionally	
Develop intelligence led operations targeting organised crime gangs and utilise all	Number of Major Emergency Exercises conducted to test specific	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	Plan and execute one major emergency exercise during 2011	
appropriate legislation in targeting those groups	areas within the Major Emergency Management	offenders	Database completed and maintained	
Support and provide training for On Scene Commanders	Framework Number of persons trained in the various functions associated with Major	A database of persons under threat will be maintained and actioned using the latest information available A Divisional Policy to manage and constantly evaluate the threats issued to persons residing/working within the Division	Number of interventions to threats to life	Inspector Barrett
Review Eastern Region Emergency Plan and amend the plan as appropriate	Emergency management	and action intelligence to preserve life, personal security and to engage and disrupt criminal activity	Number of profiles completed using available software during 2011	
Develop a Regional Strategic Plan for Emergency exercises to be conducted in 2011	Strategic plan developed	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	Number of special reports completed by the Analyst Service	

Regional ActionsRegional IndicatorsDivisional ActionsDivisional IndicatorsProcess OwnersTackle organised crime by: Developing Intelligence led operations tubed in investigation files to the Drector of Public Prosecutions under (Criminal Juscie (Criminal Juscie (Criminal Juscie) (Organised Crime Gangy)Number of perations to the prosiduation files to the prosecutions under prosiduation of the base product to take set set of carefted websites and integration investigation files to the prestored to take set of counterfeit goods with specific amphasis on cigarette saugelingNumber of Intelligence led operations conducted under (Porsitution / Human Trafficking)Number of Intelligence led operation Quest (website) and institute on street drug dealing and institute on street drug dealing attivities associated with the Dres Trade by Aduk (Action S and Fuel Action to sale-supply) of drug dealingDetective sale of counterfeit goods with specific apphasitor to specific apphasitor on super proceedings and any granised criminal grassively target due drage adaing and institute proceedings and the Criminal Justice (Amendment) Act 2009) (Trafficking)Number of Intelligence led earches targeting on street drug dealingAgressively target and serve apphility providine have involved in drugs related crime with specific emphasis on Street level drug dealing minal sector apphility to drug set include operations involving "Grow Houses"District Inspector and IndicatorsProvisiona Egiption to super proceedings and institute are proceedings and any grassed criminal grassing chick as an organised criminal grassing chick as an organised criminal grassing chick as as a result of the implementation of the Housing (M		G	oal 2 <i>- Confronting Cr</i>	ime	
Tackle organised crime by: Developing Intelligence led operations to target organised crime gaines gangs / Human TraffickingNumber of operations to target organised crime gaines which resulted in toricator of Public Prosecutions under (Criminal Justice (Amendment) Act 2009) (Organised Crime Gang)Number of profiles of serious criminals and organised crime gaines organised crime gaines organised crime gaines organised crime gainesDetective series and detect profile of facility crime gainesDetective series and sets set and all known serious criminals and organised crime gainesNumber of profiles of serious criminals and organised crime state and get crime set as sets which are the profile of crime facility of to target the sale of sale subject to criminal sale and institute proceedings under the Criminal target sale safets througe subject to criminal safet to target the sale of safet safet facility of to target the sale of safet safet facility of to target the sale of safet safet safet safet safet safet safet safet three of safet safet to target safet safet to target safet safet safet safet safet safet to target safet	Regional Actions	Regional			Process Owners
Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette snugglingNumber of Intelligence led operations/searches/seizures to target the sale of counterfeit goodsAggressively target and seize assets which are th proceeds of crime(including drug crime) using local criminal assets capabilityTraffickingDolanPurther developing our capability to deal with on street drug dealing and sameOperations conducted under (Porstitution / Human Trafficking)Aggressively and confinuously profile all known arisitute proceedings under the Criminal Justice (Amendment) Act 2009Number of Gardaí trained in case managementSuperintendent Clerkin Detective Inspector McKennaFurther developing our capability to deal with on street drug dealing and put operation to sale/supply of drug sto in tolude operations involving "Grow Houses"Mumber of intelligence led searches targeting on street drug dealingNumber of detections in relation to sale/supply of drugs to include operations involving "Grow Houses"Mumber of attelligence led operations agressively target drug possession involving "Grow Houses"Mumber of attelligence led operations agressively target drug possession involving "Grow Houses"Mumber of attelligence led operations agressively target drug possession involving "Grow Houses"Mumber of attelligence led operations argeting Action 5 and Action 7 National Drugs Appoint an Inspector at Divisional level to take regonsibility for the management of Policy regarding Action 5 and Action 7 National DrugsNumber of profiles completed by OperationNumber of Intelligence led seeconeDivisional level to take regonsibility for the	t Developing Intelligence led operations to target organised crime gangs / Human Trafficking	Number of operations to target organised crime gangs which resulted in investigation files to the Director of Public Prosecutions under (Criminal Justice (Amendment) Act 2009)	<ul> <li>and detect incidences of trafficking in human beings and illegal immigration</li> <li>Use case management system for all juvenile prolific offenders, all adult prolific offenders, all registered sex offenders and all known serious</li> </ul>	divisional asset profilers and forwarded to the Criminal Assets Bureau Number of profiles of serious criminals and organised criminal gangs completed	
Aggressively target drug related crime with same Number of detections in relation to sale/supply of drugs to include operations involving "Grow Houses" Trade by Adults (Action 5 and 7 National Drugs Strategy) Action 7 National Drugs	Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling	Number of Intelligence led operations/searches/seizures to target the sale of counterfeit goods Operations conducted under Operation Quest (Prostitution / Human Trafficking) Number of intelligence led searches targeting on street	proceeds of crime(including drug crime) using local criminal assets capability Aggressively and continuously profile all known serious criminals and organised criminal gangs and institute proceedings under the Criminal Justice (Amendment) Act 2009 Use criminal assets and Housing Miscellaneous Provisions legislation to support proactive and aggressive strategies against serious criminals (in	Trafficking Number of Gardaí trained in case management District Inspector nominated to oversee case management Number of persons subject to case management (a) Juveniles, (b) Prolific Offenders, (c)Serious Criminals &	Dolan Superintendent Clerkin Detective Inspector McKenna Superintendent Hynes Detective Inspector
Divisional Outcome Reduced crime and the fear of crime	same J Develop our capability to manage Drug Related Threats and the use of Children to engage in Illegal activities associated with the Drugs Trade by Adults (Action 5 and 7 National Drugs Strategy)	relation to sale/supply of drugs to include operations involving "Grow Houses" Appoint an Inspector at Divisional level to take responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy	specific emphasis on Street level drug possession, mid-level dealers and organised criminal groups/individuals engaged in trafficking and distribution and grow houses Appoint an Inspector at Divisional level to take responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy	sale/supply of drugs Number of Intelligence led operations targeting drug dealing Number of evictions as a result of the implementation of the Housing(Miscellaneous) Provisions Act Number of profiles completed by Operation Quest	Superintendent Ward Detective Inspector Sweeney D/Inspector William

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Working in co-operation with Criminal Assets Bureau to target and profile criminals utilising proceeds of crime legislation through the effective deployment of Divisional Criminal Asset Profilers Further develop our capability to target crime through the Crime Management Team structure at Regional, Divisional and District levels, to ensure a co-ordinated response throughout their area in tackling Serious and Organised Crime <b>Target high volume</b> property crime and crimes against the person by: Further developing existing consultative arrangements with retail outlets to tackle property crime Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft Establish High Visibility policing operations in Crime Hot Spots Engage with other agencies and communities to develop our response to all crimes	Crime Management Team established in each Division (chaired by Detective Superintendent) and District (chaired by Detective Inspector) Number of persons profiled by Divisional Asset Profilers and forwarded to Criminal Assets Bureau Decrease in high volume crime Decrease in high volume crime Decrease in number of crimes committed against the person Decrease in Retail Crime Increase in detections	Maintain Crime Management Team at Divisional and District level 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 Continue to engage with commercial/retail stakeholders to tackle retail theft and to facilitate effective business/economic activity 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 Deploy Divisional Crime Scene personnel to ensure maximum crime scene examination including on-site/street examination of MPV's where appropriate. Members from each District to be trained by the Divisional S.O.C. Unit to technically examine MPV's on street 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 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 including Incident Room Management, SIO Courses, Children First Courses, Child Interviewing , money laundering and Stage 3 Interviewing	Number of local area policing plans developed and implemented Number of persons found in possession/use of (a) knives & (b) Firearms Number of conferences held with commercial/retail stakeholders to tackle retail theft Weekly Divisional Crime Analyst Report; Decrease in volume crime Increase in detections Number of crime scenes examined Number of marks recovered and forwarded to Garda Headquarters Number of positive identifications returned Number of Divisional Performance and Accountability meetings held Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods in particular tobacco related products	Detective Superintendent Dolan Superintendent Clerkin & Detective Inspector McKenna Superintendent Hyne & Detective Inspector McGrath Superintendent Ward & Detective Inspecto Sweeney

	Goal	2 – Confronting C	rime (continued)	
Regional	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Actions				
Establishment of a Child Protection Unit in each District to ensure that every case reported will be properly investigated and tracked from start to finish with appropriate structures in place for liaising with the Health Service Executive	All notifications to be inserted and updated on PULSE Number of sex offenders managed	Child Protection unit to be established in each District		Superintendent Clerkin
Continue to risk assess and manage sex offenders	Number of persons arrested for domestic/sexual violence crimes			Superintendent Hyne
Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to victims of these crimes	Number and percentage of arrests for persons suspect of being involved in Domestic Violence incidents	Continue to enhance and deploy our customer relationship management capability to support victims of crime (with particular emphasis on domestic violence) and key stakeholders	Number of Domestic Violence incidents Number of persons arrested for domestic violence crimes	Superintendent Ward
Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles Continue to ensure the	Number of offenders subject to case management Number of Gardai trained in Case Management		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	
objective of increasing the effectiveness of Warrants Units is achieved by regular strategic meetings with Inspectors with responsibility in each Garda Station. Maximising the execution of warrants will form an integral part of each District Policing Plan	Allocate responsibility for the management of Warrants to named Inspector at Station level Increase Warrant execution rates	Examine the warrants execution process with a view to improve execution rates		Inspector McCarthy,
Maximise the Photograph and Fingerprint of suspects Appoint Inspector at Station level to monitor compliance	100% of arrested persons photographed and fingerprinted where legal authority exists Increase the number of arrested	Ensure 100% of arrested persons are photographed and fingerprinted where legal authority exists and that all other arrested persons are invited to provide fingerprints	Number of warrants executed, Bench, Committal, Distress and penal 100% of arrested persons photographed and fingerprinted where legal authority exists - number of persons arrested versus	Bridewell Inspector Good, Store Street
with Photographing and Fingerprinting suspects	persons invited to provide fingerprints voluntarily	voluntarily	number of persons fingerprinted/photographed Other arrested persons invited to provide fingerprints voluntarily	Inspector Donnelly, Fitzgibbon Street
	Ĭ	Divisional Outcome Reduced crin	ne and the fear of crime	

<b>Regional Actions</b>	Regional Indicators	Divisional Actions	Divisional Indicators	Process
Implementation of Regional Roads Policing Operational Plan 2011 Implementation of Divisional Causality Reduction Strategy in co-operation with the Garda Siochána Analysis Service Continued identification of collision prone locations leading to targeted enforcement of road	Reduction in Fatal and Serious injury collisions Increased detections for intercept and no-intercept speeding particularly in the 50kph zone Number of speed operations	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 Sector Inspectors to develop sector specific traffic policing strategy based on frequency of incident type, location, time and day analysis	All crime related incidents, detections and intelligence made by the Divisional Traffic Unit recorded on Operation Bothar and Divisional organisation number (TBD) Number of detections in traffic offences as listed Number of Criminal Targets	Owners
traffic and road transport legislation Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012	targeting (detections of) HGV's and Buses Number of operations	Complete appropriate risk assessment and deploy resources. A named member to have responsibility for roads policing in each sector	identified and targeted Intelligence gathering on high profile criminals	Superintendent Clerkin
Increased enforcement of nappropriate driver behaviour ncluding organised transport Develop and implement co- ordinated initiatives in areas where speed and drink driving are	targeting inappropriate driver behaviour including organised transport	Through collision analysis and targeted intelligence led enforcement ensure effective and consistent enforcement of road traffic and road transport legislation and improve road-safety	Number of crime related arrests Number of public order arrests Sectoral Traffic Strategy developed and deployed	Superintenden Hynes Superintenden Ward
contributory factors in fatal and Serious Traffic Collisions Increased compliance with speed limits	Increase in Road Transport detections	Increased detections for intercept and no- intercept speeding particularly in the 50kph zone	Number of speed detections of HGV'S and Buses Percentage of drivers involved in traffic collisions breath tested	Inspector Barrett
Increased compliance with drink driving legislation Increased compliance with seatbelt wearing	Number of operations to confront speeding, impaired driving and the non wearing of safety belts	Promote road safety in respect of cyclists and pedestrians through schools programme	Number of operations to confront (1) drink driving, (2) speeding (3) non wearing of safety belts	
Further develop road safety education to schools & colleges		proved road user behaviour leading to a	School visits where road safety is promoted	

	Goal 3 - Effect	ive Roads Polici	ng(continued)	
Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Maximise the effective use of technology in both traffic an crime related operations (CCTV, PUMA, Speed & ANPR) Targeted operations involving traffic and non traffic personnel in both traffic and crime policing incidents and intelligence entered by members of Traffic Units in the DMR are recorded on PULSE	Number of MAT Checkpoints Number of persons breath tested Number of presentations made to schools/colleges Number of positive hits on ANPR in relation to Traffic related offences Number of Intelligence led operations combating both traffic and crime policing All Roads Policing incidents and intelligence recorded on PULSE under Operation Bothar	Continue to use planned and managed Mandatory Alcohol Testing Checkpoints (all units) Use roads policing strategies to aggressively interrupt and engage criminal activity including; • Intelligence gathering on high profile criminals and their associates(to include assets intelligence) • Interventions including stop & search of high profile criminals and their associates Prosecutions of high profile criminals and their associates. Prosecutions of high profile criminals and their associates. ANPR system to be updated to record all Anvil targets in the Division Continue to develop a collaborative Traffic Management Strategy with relevant partnership agencies Use effective consultation and engagement to ensure that robust stakeholder focused traffic management strategies are in place at major events and large gatherings	Number of MAT checkpoints Number of persons breathalysed at MAT checkpoints Number of arrests as a result of MAT checkpoints Number of interagency Traffic Management meetings held Number of collision prone zones identified Number of Collision Prone locations identified Number of Special Events policed Number of members trained in PUMA speed detection and ANPR Number of Intelligence led operations combating both traffic and crime policing	Superintendent Clerkin Superintendent Hynes Superintendent Ward Inspector Barrett
Divisional Outcome	e : Safer roads and improve	d road user behaviour leadi	ng to a reduction in deaths and seriou	s injuries

	Goal 4 - E	Ensuring a Peaceful Con	nmunity	
Regional Actions	Regional	Divisional Actions	Divisional Indicators	Process
-	Indicators			Owners
Enhancing community safety hrough targeted high visibility patrols Full utilisation of all available egislation particularly in relation o underage drinking Conducting test purchase operations to identify outlets elling and supplying alcohol to underage persons Continue to liaise with the icensed trade and those involved in the management of the night ime economy to reduce incidents of public disorder and anti-social behaviour Deploy appropriate resources to public order hotspots identified in espect of alcohol and drug elated anti social behaviour and vouth crime Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases Engage effectively with local communities to reduce the incidents of public disorder and inti social behaviour Examine results of the most	Indicators         Number of test purchase operations conducted         Number of meetings with licensed trade         Number of Anti-Social Behaviour Orders and Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour Orders issued under the Criminal Justice Act 2006         Number of Adult Cautions administered in relation to anti-social behaviour         Public disorder / assaults / criminal damage incidence's reduced	Aggressively target public disorder and anti-social behaviour, focussing in particular on; Public Order, Liquor Licensing legislation and the criminal Justice Act, 2006         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         Aggressively target public disorder and anti-social behaviour (ASBOS), 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         Further enhance community safety by actively targeting and pursuing drug related street violence and anti-social behaviour including organised begging.         Profile and case manage all known prolific public order and anti-social behaviour offenders in each district and develop appropriate antisocial management and elimination strategy based on risk assessment         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         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.         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 thoroughf	Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006         Number of Adult Cautions administered in relation to anti-social behaviour         Number of operations conducted as a result of reports based reports received by the analyst service         Number of briefings held with the night-time economy stake holders         A Public Order Strategy/risk assessment developed for each sector         Number of polific public Order offenders identified         Number of prolific public Order offenders ase-managed         Number of neetings with Joint Policing Committee         Number of new developments/processes to increase communications capability of Divisional Community Policing Office	Owners Superintenden Clerkin Superintenden Hynes Superintenden Ward
ecent public attitude survey to dentify Divisional and District		combat dangerous outcomes resulting in the use of product (the underground sale of headshop material and "Heroin		
priorities		drought")		

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Further develop the existing community engagement process to ensure participation from our new communities	National Model of Community	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)	National model of Community Policing embedded in each Sector	
Allocate responsibility to Community Gardai for specific areas in each Garda sub- District	Policing rolled out in every District Divisional	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	Register of customers and stakeholders created and maintained by Divisional Community Policing Office	
Each Division to examine their communications strategy with local	communications strategy developed with a focus on electronic	Implement <i>E-Business Watch</i> across the DMR North Central in partnership with Dublin City Centre Business Association	E-Business Watch established	Superintenden Clerkin
communities and to effect improvements as appropriate	communications to all communities	Continue to build trust and confidence with diverse communities through the implementation of the Garda Diversity Strategy	Each District to continue to implement the Garda Diversity Strategy	
n accordance with Section 36 of the Garda Siochana Act	Local Policing Fora established in every	Engage with ethnic and culturally diverse communities by means of quarterly meetings of the Forum for New Communities held on a Divisional basis	Number of quarterly meetings held of the Forum for New Communities	Superintender Hynes
and in implementation of action 11 of the National Drugs Strategy, establish	local Drugs Task Force Area	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	Provide solutions that reduce the fear of crime through targeted enforcement and crime prevention Reduction in the fear of crime	S
Local Policing Fora n every local Drugs Fask Force Area in co-operation with	Named member of Inspector rank appointed as liaison person for each	Develop and maintain an accurate register of senior citizens and maintain an active dialog to address their policing needs and requirements	Accurate register of senior citizens created in District	Superintende Ward
Ioint Policing Committees Continue to work proactively with the	Local Policing Business Forum area	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	All victims of crime who are over 65 years of age	
Dublin City Local Business Policing Forum		100% of Community Gardaí to receive Diversity training and qualify as trained Ethnic Liaison Officers	Number of Gardaí trained in relation to Ethnic Liaison	

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emphasis on the crime prevention		5			
			Superintendent & Superintendent)		
	vulnerable categories as	strategies and			
set out in the Victim reassurance		-			
Charter					
Divisional Outcome : Trust and confidence in the Garda service			Divisional Outcome : Trust and confidence in the	Garda service	•

Regional	Regional	Divisional Actions	Divisional Indicators	Process
Actions	Indicators			Owners
		<ul> <li>Examination of rostering arrangements carried out in each district to identify best fit between resources an demand</li> <li>Continue to maintain the Corporate Risk Matrix</li> <li>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></li> <li>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</li> <li>Implement smart processes and technologies to enable modernisation and reform. <ul> <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>Training provided for all members of Public Order Unit as required</li> </ul> </li> <li>Measure performances to drive continuous improvement, using customer and stakeholder surveys</li> <li>Manage all our resources to ensure value for money and achieve prioritised policing objectives</li> <li>By wearing high visibility fluorescent jackets at all times when on outdoor duty in uniform, including when exiting official vehicles while on mobile duty</li> <li>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)</li> <li>By addressing station telephone answering and counter service standards with a view to significantly improving our service to the public</li> </ul>	Completed Risk Matrix Develop a comprehensive customer Survey Total number of members trained in all aspects of policing Number of Gardaí trained in public order units Number of on scene commanders trained Number of negotiators trained New Processes established to make each District operate more efficiently Number of Spot-Checks/Inspections in relation to the Garda Dress Code held Members cautioned regarding their standard of dress Review of standards of telephone answering in all stations New processes implanted in relation to telephones New processes implanted in relation to public counter interactions with the Public	

Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources

Goal 6 - An Excellent Organisation (continued)				
Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Actions Develop Problem Solving capability amongst Community Gardai Develop Problem Solving capability amongst Community Gardai Develop Juvenile Case Management capability Support the Development and Rollout of Regional information sites on Garda Portal Risk Registers to be completed and up- dated in accordance with policy	Report completed on Training deficiencies identified and plan developed to address these Appoint Inspector in each District and pilot Problem Solving approach in nominated Districts Risks identified and measures put in place to monitor, evaluate and control risks Training carried out at Divisional level in risk management	Appoint Inspector in each District and pilot Problem Solving approach in nominated Districts Risks identified and measures put in place to monitor, evaluate and control risks		Owners Inspector O'Leary, Store Street Superintendent Clerkin Superintendent Hynes Superintendent Ward
Further develop the Corporate Risk	Risk Register completed			
Matrix	Divisional Outcome	e: Highly motivated people; better service to citizens; n	nore effective use of resources	1

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

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

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