



# **Dublin Metropolitan Region - North Central**

## **Divisional Policing Plan 2012**

***'Working with our Communities'***

## ***FOREWORD***



On the 1<sup>st</sup> of January 2012, 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 2012’***

Our policing strategy in 2012 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 2012. 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.

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**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*

## **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 2012. 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 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**

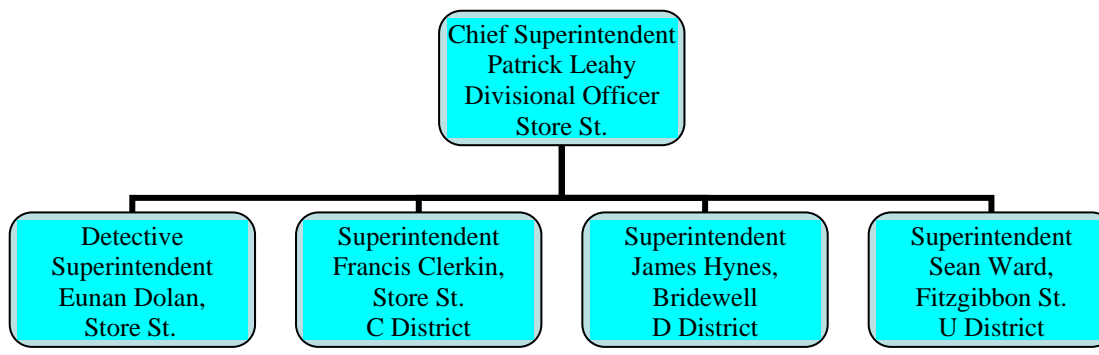
**Results;** At the beginning of January we determined the Results required for the next twelve months. The interim results must show positive trends and / or sustained good performance; appropriate targets have been set and must now be met or exceeded.

**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>							
	C/SUPT	SUPT	INSP	SGT	GDAI	RESERVE	CLERICAL
<b>Store St</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>29</b>	<b>244</b>	<b>14</b>	<b>19</b>
<b>Bridewell</b>	-	<b>1</b>	<b>6</b>	<b>29</b>	<b>130</b>	<b>7</b>	<b>13</b>
<b>Fitzgibbon St.</b>	-	<b>1</b>	<b>4</b>	<b>25</b>	<b>184</b>	<b>13</b>	<b>14</b>
<b>Divisional Total 2012</b>	<b>1</b>	<b>4</b>	<b>15</b>	<b>83</b>	<b>558</b>	<b>34</b>	<b>46</b>
<b>Divisional Total 2011</b>	<b>1</b>	<b>4</b>	<b>18</b>	<b>92</b>	<b>583</b>	<b>22</b>	<b>47</b>

## 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 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 **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.

## **Ensuring our Nation's Security**

*Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities*

<b>Regional Actions</b>	<b>Regional Indicators</b>	<b>Divisional Actions</b>	<b>Divisional Indicators</b>	<b>Process Owners</b>
<p>Divisional Officers in consultation with Crime and Security Section to profile dissident republicans in their Division and submit list of targets.</p> <p>Regional plans prepared and implemented by Regional Crime Management Team</p> <p>RMSU will provide briefings on CHIS in each Division.</p> <p>Training for all CHIS personnel in the use of the CHIS Charter System to be carried out</p>	<p>Regional Plans Implemented</p> <p>Increase in referrals to CHIS</p> <p>All CHIS personnel trained.</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. A representative from 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. Ongoing liaison between D/Inspectors and SDU.</p> <p>Engage and disrupt the connection between organised crime gangs and subversive terrorist groups.</p> <p>RMSU to provide briefings on CHIS in each Division.</p> <p>Training to be carried out for all CHIS personnel in the use of the CHIS Charter System</p> <p>A database of persons under threat will be maintained and actioned using the latest information available.</p> <p>A Divisional Policy to 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>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>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>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>Number of interventions to threats to life</p> <p>Number of profiles completed using available software during 2012</p> <p>Database completed and maintained.</p> <p>Number of special reports completed by the Analyst Service</p>	<p><b><i>Detective Superintendent Dolan</i></b></p>

## **Ensuring our Nation's Security**

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Ensure that An Garda Síochána work proactively to contribute to implementation of the Inter Agency Major Emergency Management Programme 2012</p> <p>Conduct an Interagency Regional Risk Assessment to identify consolidated range of hazards in each Division</p> <p>Conduct at least two Regional Major Emergency Planning Exercises from a list of scenarios selected as exemplars on which preparedness is based (i.e. road, rail, marine, air, public event, fire, explosion, CBRN, public health, etc.)</p> <p>Conduct a review of Inter Agency Emergency Management Structures in place (historical, financial, human resources, exercises, etc.) aimed at improving the interagency momentum towards MEM.</p> <p>Review Eastern Region Major Emergency Plans and amend the plans as appropriate to include the completion of site specific toolkits for sites identified in each Division with the potential for a major emergency.</p>	<p>Inter Agency Major Emergency Management Programme implemented</p> <p>Interagency Regional Risk Assessment conducted and published.</p> <p>Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework</p> <p>Review completed and submitted.</p> <p>Major Emergency Plans reviewed and number of site specific toolkits completed</p> <p>Number of training courses developed to be delivered through a three tier process (management, operational and practitioner).</p>	<p>Review and develop our major emergency response capability by completing a major interagency live exercise in 2012</p> <p>Review of Divisional Major Emergency Plan</p> <p>Available training courses to be delivered in</p> <p>Establishment of a Divisional Crisis Management Team</p>	<p>Plan and execute one major emergency exercise during 2012.</p> <p>Major Emergency Plan reviewed and updated, where necessary</p> <p>Relevant personnel fully trained in the management of a Major Emergency</p>	<p><i><b>Inspector Barrett</b></i></p> <p><i><b>Superintendent Clerkin</b></i></p> <p><i><b>Superintendent Hynes</b></i></p> <p><i><b>Superintendent Ward</b></i></p>
<b><i>Ensuring our Nation's Security</i></b>				

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Examine the training requirements of the various functions and roles associated with Major Emergency Management.</p> <p>Further develop strategic crisis management capacity through the establishment of a Regional and Divisional Crisis Management Team and the development of the Eastern Region Garda Major Emergency Crisis Management facility.</p>	<p>Regional and Divisional Crisis Management Team established and Garda Major Emergency Crisis Management facility developed.</p>			
<p><i>Ensuring our Nation's Security</i></p>				

## Confronting Crime

*An Garda Síochána will continue to focus on the prevention of crime. This includes targeting volume property crimes such as burglaries and thefts as well as crimes against the person such as assaults. Importantly, we will ensure that we target those crimes that impact on vulnerable members of our communities, including crimes against children, domestic violence and hate crimes. We will also seek to tackle organised crime through intelligence and analysis, white collar crime and e-crime. Overall, our aim is to reduce crime and the fear of crime.*

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p><b>Tackle organised crime by:</b> Develop intelligence led operations to target property crime and crimes against the person</p> <p>Developing Intelligence led operations to target organised crime gangs / Human Trafficking</p> <p>Continue to risk assess and manage sex offenders</p> <p>Further developing our capability to deal with on street drug dealing and put operations in place to deal with same</p> <p>Establish High Visibility policing operations in Crime Hot Spots.</p> <p>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.</p> <p>Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings</p>	<p>Decrease in high volume crime</p> <p>Decrease in crimes against the person</p> <p>Operations conducted under Operation Quest (Prostitution / Human Trafficking)</p> <p>Number of sex offenders managed</p> <p>Increase in detections</p> <p>100% of arrested persons photographed and fingerprinted where legal authority exists</p> <p>Increase the number of arrested persons invited to provide fingerprints voluntarily</p>	<p>Using Operation Quest we will profile/prevent and detect incidences of trafficking in human beings and illegal immigration</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 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>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>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 and grow houses.</p> <p>Appoint an Inspector at Divisional level to take responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy</p>	<p>Number of persons/gangs profiled by divisional asset profilers and forwarded to the Criminal Assets Bureau</p> <p>Weekly Divisional Crime Analyst Report; <b><i>Decrease in volume crime</i></b> <b><i>Increase in detections</i></b></p> <p>Number of profiles of serious criminals and organised criminal gangs completed</p> <p>Number of prosecutions for Human Trafficking</p> <p>Number of profiles completed by Operation Quest</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>Number of detections in relation to sale/supply of drugs</p> <p>Number of Intelligence led operations targeting drug dealing</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 evictions as a result of the implementation of the Housing(Miscellaneous) Provisions Act</p>	<p style="text-align: center;"><b><i>Detective Superintendent Dolan</i></b></p> <p style="text-align: center;"><b><i>Superintendent Clerkin</i></b> <b><i>Detective Inspector McKenna</i></b></p> <p style="text-align: center;"><b><i>Superintendent Hynes</i></b> <b><i>Detective Inspector McGrath</i></b></p> <p style="text-align: center;"><b><i>Superintendent Ward</i></b> <b><i>Detective Inspector Sweeney</i></b></p> <p style="text-align: center;"><b><i>D/Inspector William McKenna</i></b></p>
<b>Divisional Outcome Reduced crime and the fear of crime</b>				

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>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.</p> <p>Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting &amp; bicycle theft.</p> <p>Engage with relevant agencies and all communities to develop our response to all crimes</p> <p>Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles.</p> <p>Extend Case Management process to include Adults</p> <p>Continue to ensure the objective of increasing the effectiveness of Warrants Unit 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.</p> <p>Maximise the Photographing and Fingerprinting of suspects</p>	<p>Intelligence led operations developed and implemented</p> <p>Community Safety Groups established</p> <p>Number of Gardaí trained in problem solving approach</p> <p>Number of non Gardaí trained in Problem Solving Approach</p> <p>Problem Solving Approach implemented in each Division</p> <p>Number of Gardaí trained in Case Management</p> <p>Number of Juvenile and Adult Offenders being Case Managed</p> <p>Adult Case Management introduced</p> <p>Increase warrant execution rates</p>	<p>Maintain Crime Management Team at Divisional and District level.</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>Appointed Inspector in each District overseeing Problem Solving approach in nominated Districts</p> <p>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.</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>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>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 including Incident Room Management, SIO Courses, Children First Courses, Child Interviewing , money laundering and Stage 3 Interviewing</p> <p>Examine the warrants execution process with a view to improve execution rates</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 members trained in Problem Solving</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 Gardaí trained in case management</p> <p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods in particular tobacco related products</p> <p>Number of warrants executed, Bench, Committal, Distress and penal</p>	<p><i>Detective Superintendent Dolan</i></p> <p><i>Superintendent Clerkin &amp; Detective Inspector McKenna</i></p> <p><i>Superintendent Hynes &amp; Detective Inspector McGrath</i></p> <p><i>Superintendent Ward &amp; Detective Inspector Sweeney</i></p>
<b>Divisional Outcome Reduced crime and the fear of crime</b>				

## **Effective Roads Policing**

*An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of our Strategy Statement. We will develop and implement initiatives which deny the use of our roads for criminal activity.*

<b>Regional Actions</b>	<b>Regional Indicators</b>	<b>Divisional Actions</b>	<b>Divisional Indicators</b>	<b>Process Owners</b>
<p>Implementation of Regional Roads Policing Operations Plan 2012.</p> <p>Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders.</p> <p>Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012</p> <p>Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles.</p> <p>Improve Road Safety through collision analysis and develop Casualty Reduction Plan with particular emphasis on:</p> <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink/drug driving legislation including Sec. 9 Road Traffic Act 2011</li> </ul>	<p>Plan implemented</p> <p>Plan developed</p> <p>Number of speed detections of HGV'S and Buses</p> <p>Increase in Road Transport detections.</p> <p>Number of operations performed.</p> <p>Divisional Casualty Reduction Plan implemented.</p> <p>Reduction in Fatal and serious injury collisions</p> <p>Increase in the number of Intercept speeding detections.</p> <p>Increase in the number of Non Intercept</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>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>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>Increased detections for intercept and no-intercept speeding particularly in the 50kph zone</p> <p>Promote road safety in respect of cyclists and pedestrians through schools programme</p>	<p>All crime related incidents, detections and intelligence made by the Divisional Traffic Unit recorded on Operation Bothar 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>Number of speed detections of HGV'S and Buses</p> <p>Percentage of drivers involved in traffic collisions breath tested</p> <p>Number of operations to confront</p> <p>(1) drink driving,</p> <p>(2) speeding</p> <p>(3) non wearing of safety belts</p> <p>School visits where road safety is promoted</p>	<p><b><i>Superintendent Clerkin</i></b></p> <p><b><i>Superintendent Hynes</i></b></p> <p><b><i>Superintendent Ward</i></b></p> <p><b><i>Inspector Barrett</i></b></p>
<b>Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b>				

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Maximise the effective use of technology in both traffic and crime related operations (PUMA/ANPR+CCTV)</p> <p>All Traffic Corps members to undergo Criminal Interdiction programme.</p> <p>Continue to liaise with GoSafe to ensure effective deployment in DMR.</p> <p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations to be conducted .</p> <p>Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities</p> <p>Ensure co-ordination of one bi-lateral checkpoint conducted in each Division per week and one multi agency checkpoint conducted in each Region per week</p>	<p>Number of persons breath tested</p> <p>Increased monitoring of vehicles by ANPR. Number of operations supported.</p> <p>All Traffic Corps members up-skilled.</p> <p>Collision analysis performed. Locations supplied.</p> <p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p> <p>Number of schools visited.</p> <p>Number of presentations made.</p> <p>Number of checkpoints co-ordinated and performed.</p>	<p>Continue to use planned and managed Mandatory Alcohol Testing Checkpoints (all units)</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. ANPR system to be updated to record all Anvil targets in the Division.</p> <p>Continue to develop a collaborative Traffic Management Strategy with relevant partnership agencies</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>School Bus Safety operations and Pedestrian Road Safety Awareness operations to be conducted</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>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>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>School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p><i>Superintendent Clerklin</i></p> <p><i>Superintendent Hynes</i></p> <p><i>Superintendent Ward</i></p> <p><i>Inspector Barrett</i></p>
<p><b>Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</b></p>				



## 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
<p>Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime</p> <p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p> <p>Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour</p> <p>Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases</p> <p>Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour</p> <p>Develop information led high visibility patrolling plan in each District.</p>	<p>Public disorder/assaults/criminal damage incidents reduced</p> <p>Number of Adult Cautions administered in relation to anti social behaviour</p> <p>Number of test purchase operations conducted</p> <p>Number of meetings with licensed trade.</p> <p>Number of Anti-Social Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour Orders issued under the Criminal Justice Act 2006</p> <p>High Visibility Plans developed and implemented</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 (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.</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 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 style="text-align: center;"><b><i>Superintendent Clerkin</i></b></p> <p style="text-align: center;"><b><i>Superintendent Hynes</i></b></p> <p style="text-align: center;"><b><i>Superintendent Ward</i></b></p>
<b>Divisional Outcome Safer and more peaceful local communities</b>				

## **Working with Communities**

*This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service. We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.*

<b>Regional Actions</b>	<b>Regional Indicators</b>	<b>Divisional Actions</b>	<b>Divisional Indicators</b>	<b>Process Owners</b>
<p>Further develop the existing community engagement process to ensure participation from our new communities.</p> <p>Further develop the existing community engagement process to ensure participation from young people.</p> <p>Establish Community Safety Groups in support of Local Policing Fora.</p> <p>Develop the use of Problem Solving Approach in communities.</p> <p>Appoint an Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy</p> <p>Continue to work proactively with the Dublin City Local Business Policing Forum.</p> <p>Crime Victims letters to be issued in accordance with existing policy</p>	<p>Community Safety Groups established</p> <p>Number of initiatives in place to engage positively with young people and new communities.</p> <p>Number of Gardaí trained in problem solving approach</p> <p>Number of non Gardaí trained in Problem Solving Approach</p> <p>Problem Solving Approach implemented in each Division</p> <p>Action strategies developed 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>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>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>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>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>Number of victims engaged with by the Divisional Community Policing Office</p>	<p style="text-align: center;"><b>Superintendent Clerkin</b></p> <p style="text-align: center;"><b>Superintendent Hynes</b></p> <p style="text-align: center;"><b>Superintendent Ward</b></p>

### **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
<p>Ensure full support of the Performance Management Framework pilot in the “E” District.</p> <p>Ensure full support of the new Rostering system</p> <p>Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.</p> <p>Ensure effective use of resources</p> <p>Regional Financial Management Policy Implemented</p> <p>Continue to implement the organisational Environmental Strategy</p>	<p>Pilot implemented successfully</p> <p>Reduction in absences</p> <p>Policing priorities financed within allocated budgets</p> <p>Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management</p>	<p>Support the new rostering system when implemented in the Division.</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>Utilise the SAMS system to monitor absences / trends and to facilitate early intervention</p> <p>Continue to Implement smart processes and technologies to enable modernisation and reform. <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>○ Training provided for all members of Public Order Unit as required</li> </ul> </p> <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>Implementation of the new rostering system successful</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>Reduction in absences</p> <p>Processes established to make each District operate more efficiently</p> <p>Inspector appointed as financial controller in all serious / major investigations / operations to ensure value for money</p>	<p style="text-align: center;"><b><i>Superintendent Clerkin</i></b></p> <p style="text-align: center;"><b><i>Superintendent Hynes</i></b></p> <p style="text-align: center;"><b><i>Superintendent Ward</i></b></p>
<b>Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources</b>				

**An Excellent Organisation (continued)**

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>H.Q. Directive 109/11 fully implemented</p> <p>Establish a Divisional Implementation team to manage station closures and reduced opening hours programme.</p> <p>Ensure an effective internal and external communications strategy is developed to support the station closure and reduced opening hours programme.</p>	<p>Divisional Implementation Plan prepared and actioned</p>	<p>Manage stations closures / reduced opening hours if applicable to the Division at a future date</p>		<p align="center"><i>Superintendent Clerkin</i></p> <p align="center"><i>Superintendent Hynes</i></p> <p align="center"><i>Superintendent Ward</i></p>

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

*The following people are acknowledged for their contribution to the 2012 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	

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

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