

An Garda Síochána



Annual Policing Plan 2013

Dublin Metropolitan Region North Division

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MISSION

Working with communities to protect and serve



VISION

“Excellent people delivering policing excellence”

STRATEGY STATEMENT



I am pleased to present the Dublin Metropolitan Region (Northern Division) Policing Plan for 2013 which outlines the policing priorities for Ballymun, Raheny, Coolock and Balbriggan Garda Districts.

This Policing Plan is based upon the Four Strategic Goals set out in the DMR (Regional) Policing Plan 2013 and the Policing Priorities for An Garda Síochána as determined by the Minister for Justice and Equality. It is a living document and I am confident it can deliver the Strategic Goals of An Garda Síochána. This policing plan will be reviewed at four month intervals beginning in April 2013.

The key to the success of any Police Service is its relationship with the Community it polices. The Community's concerns in this Division are An Garda Síochána concerns. Their needs are our needs and we can work together to find shared solutions to shared problems.

This plan affords me an opportunity to evaluate the performance of the policing service being provided and where necessary implement change. The emphasis on partnership and on a joint approach to problem solving, which has been a central feature in community policing in this Division, will be consolidated and enhanced over the next twelve months. It is my intention to build further on the advances made in 2012.

Our policing strategy in 2013 reflects the needs and requirements of our local stakeholders, the Garda Commissioner and the Minister for Justice and Equality.

To conclude, I welcome and encourage feedback from interested parties on any aspect of the Policing Plan now being embarked on for 2013 which could assist me in achieving its objectives.

(Francis L. Clerkin)

POLICING PRIORITIES FOR AN GARDA SIOCHANA

(Determined by the Minister for Justice and Equality)

1. Security

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

2. Crime

To combat serious crime in all of its forms, in particular violent crime, organised crime including human trafficking, and white-collar crime

3. Policing

To provide a policing service which meets the needs of local communities, tackles antisocial behaviour and burglary. A service which supports the needs of victims of crime, treats them with dignity and keeps them informed about the progress of cases relevant to them

4. Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads arising from collisions

5. Domestic and Sexual Violence

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

6. Efficient use of resources

To maximise efficiencies in resource allocation and deployment of personnel whilst maintaining professional policing standards across the Force

FUNDAMENTAL CONCEPTS UNDERPINNING OUR STRATEGY

CUSTOMER FOCUS

The general public and the communities in the DMR (North) Division 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 and the Minister for Justice and Equality. 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 and innovative approaches.

LEADERSHIP AND CONSTANCY OF PURPOSE

The management team of the DMR (North) Division will ensure 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, processes and strategies that are employed to achieve our objectives.

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.

Goal One: Securing Our Nation

Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security

National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Targeted operations against terrorist and extremist groups, including dissident republicans	Review and revise regional plans to tackle dissident republican activities	Divisional plans reviewed, revised and implemented	Detective Superintendent DMR(North)	A Secure State
Targeted operations against organised criminal activity, involving terrorist groups	In consultation with specialist and national units, identify and profile terrorist suspects and organised crime groups with links to terrorist groups	Terrorist suspects and organised crime groups linked to terrorist groups identified and profiled. Number of Divisional briefings from Special Detective Units	Each Superintendent DMR(North)	
Continued exchange of information and intelligence with appropriate domestic and international agencies	Continue to support Crime and Security in the exchange of DMR related intelligence with the appropriate domestic and international agencies	Effective flow of relevant information to and from SDU in support of its domestic and international obligations. Number of Divisional briefings from Covert Human Intelligence Source Controller	Detective Superintendent DMR(North)	Active Role in International Security
	Implement Garda plans and structures in place for all security arrangements for Irelands EU Presidency January – June 2013	Successful policing and security of EU presidency events	Superintendent Ballymun District Inspector in charge, Dublin Airport	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Enhanced level of readiness for major emergencies	Maintain and develop the interagency partnerships between An Garda Síochána and other Principal Response Agencies to ensure that in the event of Major Emergencies An Garda Síochána has the capability to respond effectively	Level of readiness in the event of Major Emergencies enhanced	Each Superintendent. DMR(North)	A Secure State
	Review Major Emergency Plans and amend and update the plans as appropriate to reflect changes in personnel and procedures in the Region	Major Emergency Plans amended and updated reflecting recent changes in personnel and procedures in the Division. Prepare information toolkit for each identified site	Each Superintendent. DMR(North) Inspector in charge, Major Emergency Management DMR(North) Sergeant in charge, Continuous Professional Development DMR(North)	Active Role in International Security
	Conduct collaborative Regional Exercises from a list of scenarios and objectives agreed by the Principal Response Agencies	Number of Divisional Interagency, Local Interagency and Internal Major Emergency Exercises conducted	Inspector in charge, Major Emergency Management DMR(North) Sergeant in charge, Continuous Professional Development DMR(North)	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
	Ensure Regional crisis management capacity is developed in the Region through internal training of Garda crisis management teams	Number of Garda Personnel trained in crisis management in the Division	Inspector in charge, Major Emergency Management DMR(North) Sergeant in charge, Continuous Professional Development DMR(North)	A Secure State
	Enhance training in major emergency management through the rollout of an E Learning course addressing basic awareness of major emergency management	Number of Garda personnel trained using E learning Course	Each Superintendent DMR(North)	
	Provide practical information on plans and procedures in major emergency to all Garda ranks in the form of action cards and aide memoires	Major Emergency Aide Memoires provided to senior management and action cards provided to operational Gardaí	Inspector in charge, Major Emergency Management DMR(North) Sergeant in charge, Continuous Professional Development DMR(North)	

Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Information-led policing operations to combat crime	Enhance daily and weekly crime & intelligence briefing template	Crime & intelligence briefing template enhanced. Greater use of specialised members at briefings to create awareness of policing activities i.e. Criminal Intelligence Officer, Divisional Traffic Unit	Each Superintendent. DMR(North)	Reduced crime
	DMR Co-ordination and Tasking Unit (CTU) will co-ordinate regional policing operations and support divisional policing operations	Increased detections and reductions in property crime	Each Superintendent. DMR(North)	
	DMR CTU in conjunction with the Garda Síochána Analysis Service (GSAS) will continue to develop information led interventions, and predictive crime mapping to assist in the prevention and detection of high impact and high volume crime	Production and dissemination of accurate tactical analysis reports	Inspector in charge, Juvenile Management DMR(North) Sergeant in charge, Continuous Professional Development (DMR(North))	
	DMR CTU will further develop offender management processes to target identified recidivist offenders	Increased activity in the targeting and management of prolific offenders. Number of adults and juveniles being case managed		

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Continue to target property crime and persistent offenders	Continue to target high volume property crime through operations such as Operation Acer and Operation Aughrim. Develop similar operations to target other high impact crime	Intelligence led operations developed and implemented. Focus policing activity on high impact crime as identified by Crime Analysis Focus on market activity for sale and distribution of stolen goods	Each Superintendent. DMR(North)	Reduce Crime
Use all available means to deny criminals the use of our roads for criminal activity	Enhance traffic unit involvement in the implementation of intelligence led roads policing operations such as ACER and Hybrid to target crime	Integrated intelligence led operations developed and implemented. Number of warnings created on Pulse	Each Criminal Intelligence Officer DMR(North)	
	Targeting of prolific offenders through the use of ANPR and other means by regional and divisional traffic units	Increased activity targeting prolific offenders Number of planned operations using ANPR vehicles in high crime areas	Each Superintendent DMR(North) Inspector in charge of Divisional Traffic Unit	
Actively address all forms of Violent Crime	Threats to cause harm will be managed and reviewed Ensure victims of domestic and sexual violence are encouraged to report such crimes through engagement with relevant stakeholders	Each District Officer and D/Inspector to ensure the management and review of threats to cause harm Continue to fully implement Garda policy on domestic and sexual violence. Implement a common approach across the Division for recording ,investigating and prosecution of domestic and sexual abuse cases	Each Superintendent. DMR(North) Each Detective Inspector DMR(North)	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Work with all our partners to help prevent and reduce the threat posed by crime	Implementation through the DMR Community Safety Office (CSO) of the Scanning Analysis Response Assessment (SARA) methodologies for identified problems	Number of persons trained to implement SARA methodology SARA model used and evaluated	Sergeant in charge, Continuous Professional Development (DMR(North))	Reduce Crime
Target organised crime, human and drug trafficking networks	Further implementation of Operation Domino, Operation Enchant and Operation Quest through increased activity on identified targets	Increased targeted activity under operation Domino and operation Enchant	Detective Superintendent Each Detective Inspector DMR(North)	
	In conjunction with specialist/national units identify and target prolific offenders involved in organised crime, human and drug trafficking	Number of targeted operations carried out to disrupt the activities of organised crime, human and drug trafficking	Detective Superintendent Each Detective Inspector DMR(North)	
Effective investigation of those who engage in white collar and financial crime	Provide appropriate support to national units and state agencies in the prevention and investigation of white collar and financial crime	Liaison process established in each District with GBFI and CAB to assist in the investigation of white collar crime	Detective Superintendent Each Detective Inspector DMR(North)	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Work in partnership with other agencies to successfully enforce our roads policing strategy	Develop intelligence led roads policing operations to target prolific offenders involved in high impact crime and road traffic offences	Increased activity on identified targets	Each Superintendent. DMR(North) Inspector in charge of Divisional Traffic Unit	Safer Roads
	Establish High Visibility roads policing operations in Crime Hot Spots	Actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013 – 2020 achieved		
	Work in partnership with other agencies to successfully enforce our roads policing strategy	Develop and implement a Divisional Casualty Reduction Plan. Go Safe Programme and ‘It won’t happen to me’ initiatives to be implemented through School visits	Each Superintendent. DMR(North) Inspector in charge of Divisional Traffic Unit	
	Improve Road Safety through collision analysis and development of a Casualty Reduction Strategy	Reduction in Fatal and Serious Injury Collisions		

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour	Increase compliance of road transport legislation through multi-agency operations	Multi agency operations developed and implemented Increased compliance with road transport legislation Increased detections	Each Superintendent. DMR(North) Inspector in charge of Divisional Traffic Unit	Safer Roads
	Increased intelligence led enforcement of Lifesaver offences Excessive speed Impaired driving Seatbelt offences Mobile phone offences	Increased detections Increased public awareness of road safety and Garda activity through High Visibility Patrols. Information checkpoints	Inspector in charge of Divisional Traffic Unit	
	Prioritise Road Traffic enforcement by all operational personnel	Reduced road fatalities and serious injuries. Greater emphasis on road traffic enforcement at briefings and the compilation and input of briefing documents	Each Superintendent. DMR(North) Inspector in charge of Divisional Traffic Unit	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
	Focussed roads policing operations	Implementation of Divisional lockdown operations quarterly in conjunction with Regional Traffic Units	Each Superintendent DMR(North) Inspector in charge of Divisional Traffic Unit	Safer Roads
	Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles (SPSV's)	Increased compliance with Road Traffic Legislation Number of operations performed Number of offences detected		
	The development and implementation of a Regional Roads Policing Plan	Regional plan developed and implemented in each District Create a greater awareness of Garda Traffic Collision investigation policy	Each Superintendent DMR(North) Inspector in charge of Divisional Traffic Unit	

Goal Three: Ensuring Safe Communities

An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Active community engagement to develop appropriate policing strategies that meet the needs and priorities of communities	Develop a uniform approach to enable local engagement with communities through the implementation of local stakeholder databases Develop Customer Relations Model (CRM) in each division	District community stakeholder databases and community issues log developed in Q1 2013 CRM developed and implemented to liaise and contact victims of crime. Victims of crime over 65 years visited by Community Police Gardaí	Each Superintendent DMR(North) Each Superintendent DMR(North)	Safe Homes
Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement	Implement Garda diversity strategy Implement call back contacts with crime victims	Garda diversity strategy implemented. Nomination of Inspector in each District Routinely providing crime prevention advice and support through the Divisional Community Police Office Santry which will liaise with victims of crime	Each Superintendent DMR(North) Each Superintendent DMR(North)	
Continue to support victims of crime and improve the services available to them	Ensure the appointment of Family Liaison Officers for all qualifying crimes	Number of Family Liaison Officers appointed in each District	Each Superintendent DMR(North)	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Continue to foster positive relationships with children and young people to promote their personal and community safety	Continued enhancement of youth and child focussed initiatives through the development of Partnership Approach to Community Engagement (PACE)	Teenagers and Gardaí (TAG) initiatives implemented Further development youth engagement through sport. Maximum benefit achieved from Garda youth diversion projects. Effective case management of youth offenders	Each Superintendent DMR(North) Sergeant in charge, Divisional Juvenile Liaison Office, Ballymun	Safe Communities
Targeted local crime reduction and prevention initiatives	Effective use of Crime Prevention Officers to maximise crime prevention	Effective engagement with the community to advice on crime prevention through the Divisional Crime Prevention Officer and Community Gardaí. Number of crime prevention presentations delivered	Each Superintendent DMR(North)	
Working in partnership, we will continue to tackle public disorder and anti social behaviour that will affect a communities quality of life	Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour through the Partnership Approach to Public Safety (PAPS) initiative	Initiatives under the PAPS umbrella implemented and evaluated in each District. Use of SARA model to tackle public disorder and anti-social behaviour in each District. Improve methods of identifying and tackling anti-social behaviour black spots and repeat offenders	Each Superintendent DMR(North)	

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National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Provision of a visible and responsive policing service	Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases	Number of ASBOs and Behaviour Warnings issued in each District	Each Superintendent DMR(North)	Safe Communities
	Continue to monitor licence premises through inspections and test purchases	Inspections of licensed premises Test purchases conducted	Each Superintendent DMR(North)	
	Maintain dispatching and other technologies to optimise service delivery outcomes and incident response times	Improved incident response times in each District	Each Superintendent DMR(North)	
	Continue to assess and identify the most beneficial locations and times for the allocation of high visibility patrols and beats under the Regional High Visibility Policing Strategy	Compliance with High Visibility Policing Targets in each District Review of High Visibility Beats	Each Superintendent DMR(North)	

Goal Four: Delivering a Professional Service

An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service

National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources	Further development of crime analysis through the introduction of predictive crime mapping for high impact crimes and potential suspect identifier	Implementation of predictive crime mapping and potential suspect identifiers in the analysis of regional high impact crimes	Each Superintendent DMR(North)	Best Use of Resources
Restructure the organisation to best meet the challenges of criminal activity and public demands	Optimise the outcomes arising from the station rationalisation programme in the region	Implementation of the station rationalisation programme. Reduction in the opening hours of selected stations in the DMR(North) Division and its impact on local stakeholders	Superintendent Ballymun and Inspector in charge of Dublin Airport	
Maintain and develop the knowledge and skills of our people to ensure we are capable of tackling crime and meeting the needs of our communities	Ensure that all staff have appropriate capacity to implement new regional policing initiatives as identified in regional policing plan	Divisional CPD to ensure that all DMR(North) personnel have appropriate training and knowledge to implement new regional policing initiatives Establish system to ensure that investigation files are completed to an acceptable level	Each Superintendent DMR(North) Sergeant in charge CPD DMR(North) Each Superintendent DMR(North)	
Continue to enhance our organisation's performance and accountability systems	Supporting the roll out of the PALF across the region	Improved performance and accountability across the Division Explore the possibility of developing technical examination of vehicles at Santry Garda Station. Develop protocols for the Garda Vehicle Pound at Santry Garda Station	Inspector in charge of Divisional Traffic Unit Superintendent Ballymun	

Goal Four: Delivering a Professional Service

An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service

National and Regional Initiative	This will be achieved by	Divisional Initiative which will be achieved by	Process Owner	Outcome
Harness technology and information to generate efficiencies in the delivery of a policing service	Rollout Resource & Incident Management Project to all DMR Stations	The installation of a CAD system in each District Headquarters Station to centralise the receipt of calls thus ensuring the immediate and effective despatch of resources	Each Superintendent DMR(North)	Enhanced Service Delivery
	Implement the Automatic Vehicle & Personnel Locations System (AVPLS)	Establish a system to ensure that information inputted on to Pulse is maintained to a high standard	Each Superintendent DMR(North)	
	Maximise the use of the ANPR system through registering all target vehicles and responding appropriately to ANPR hits	AVPLS implemented following pilot	Each Superintendent DMR(North)	
	Evaluate the potential value of social media in delivery of a professional service	Increase number of vehicles registered on ANPR	Each Superintendent DMR(North) Criminal Intelligence Officer	
		Evaluation completed for Regional Office by Q1 2013	Superintendent H District	

District and Station Rationalisation

Table A - lists DMR stations identified for revised opening hours to the public.

Table A: Stations identified for Revised Opening Hours			
Division	District	Station	Proposed opening hours to the public
DMR North	Ballymun	Dublin Airport	7 am to 11 pm daily

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