

An Garda Síochána



Annual Policing Plan 2013

Dublin Metropolitan Region South Central Division

FOREWORD

I am pleased to present the DMR South Central Divisional Policing Plan for 2013 which sets out the strategic priorities we aim to achieve during 2013. This plan is guided by An Garda Síochána Annual Policing Plan 2013 and the policing priorities as determined by the Commissioner and the Minister for Justice, Equality and Defence for 2013.



This is the first year of the new Strategy Statement for An Garda Síochána covering the period 2013 – 2015. We are operating in challenging times. An Garda Síochána, like many public sector organisations, are undergoing organisational reform. Despite the difficult and challenging times we operate in, we will remain steadfast in maintaining a focus on policing local priorities.

Through proactive engagement with our communities and partner agencies we will focus resources and apply problem solving techniques to ensure professional and effective frontline services. Safe and secure communities remains a key priority and the focus of Garda action. This focussed approach will ensure that the Garda service reflects the priorities and needs of our community. We will work with communities and partner agencies in minimising potential disruptions caused by key events in 2013 such as the EU Presidency.

We will continue to optimise the use of technologies and intelligence led operations to tackle high volume, organised and violent crime.

Michael O'Sullivan
Chief Superintendent

VISION

*‘Excellent people delivering
policing excellence’*

MISSION

Working with Communities to Protect and Serve

VALUES

Honesty - *Being honest and ethical, 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*

Policing Priorities for An Garda Síochána for 2013

Determined by the Minister for Justice and Equality

The Minister, under the provisions of section 20 of the Garda Síochána Act 2005, has determined the following matters as priorities for the Garda Síochána for 2013.

Security

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

Crime

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

Policing Communities

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

Roads Policing

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

Domestic and Sexual Violence

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

Efficient use of resources

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

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

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Targeted operations against terrorist and extremist groups, including dissident republican	Review and revise Divisional plans to tackle dissident republican activities	Divisional plans reviewed, revised and implemented	<ul style="list-style-type: none"> • Detective Superintendent • Each Superintendent 	A Secure State
Targeted operations against organised criminal activity, involving terrorist groups	In consultation with specialist/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	<ul style="list-style-type: none"> • Detective Superintendent • Each Superintendent 	A Secure State
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 Crime and Security in support of its domestic and international obligations	<ul style="list-style-type: none"> • Detective Superintendent • Each Superintendent 	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	<ul style="list-style-type: none"> • C/Superintendent South Central • Each Superintendent 	

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Initiative	This will be achieved by	Performance Indicators	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Inspector Conor O'Neil 	A Secure State
	Review Major Emergency Plans and amend and update the plans as appropriate to reflect changes in personnel and procedures in the Division	Major Emergency Plans amended and updated reflecting recent changes in personnel and procedures in the Division	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Inspector Conor O'Neil 	Active Role in International Security

	<p>Conduct collaborative Divisional Exercises from a list of scenarios and objectives agreed by the Principal Response Agencies</p>	<p>Number of Divisional Interagency, Local Interagency and Internal Major Emergency Exercises conducted</p>		
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	Ensure Divisional crisis management capacity is developed in the Division through internal training of Garda crisis management teams	Number of Garda Personnel trained in crisis management in the Division	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

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

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Information-led policing operations to combat crime	Enhance daily and weekly crime & intelligence briefing template	Crime & intelligence briefing template enhanced	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	Reduced crime
	Support Divisional policing operations and District policing operations through the DMR Co-ordination and Tasking Unit (CTU)	Increased detections and reductions in property crime	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	
	Continue to develop information led interventions, and predictive crime mapping to assist in the prevention and detection of high impact and high volume crime in co-operation with DMR CTU and with the Garda Síochána Analysis Service (GSAS) and Crime Mapping Office	Production and dissemination of accurate tactical analysis reports	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	
	Further develop offender management processes to target identified recidivist offenders	Increased activity in the targeting and management of prolific offenders	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	

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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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
	Targeting of prolific offenders through the use of ANPR and other means by Divisional traffic units	Increased activity targeting prolific offenders	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
Actively address all forms of Violent Crime	Threats to cause harm will be managed and reviewed	Compliance with HQ Directive 129/11 in the management and review of threats to cause harm	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	

	<p>Ensure victims of domestic and sexual violence are encouraged to report such crimes through engagement with relevant stakeholders</p>	<p>Continue to fully implement Garda policy on domestic and sexual violence</p>	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
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Initiative	This will be achieved by	Performance Indicators	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	<ul style="list-style-type: none"> • Number of persons trained to implement SARA methodology • SARA model used and evaluated 	<ul style="list-style-type: none"> • Chief Superintendent • Each Superintendent 	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	
	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	

<p>Effective investigation of those who engage in white collar and financial crime</p>	<p>Provide appropriate support to national units and state agencies in the prevention and investigation of white collar and financial crime</p>	<p>Liaison process established in the Division with GBFI and CAB to assist in the investigation of white collar crime</p>	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	
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Initiative	This will be achieved by	Performance Indicators	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
	Work in partnership with other agencies to successfully enforce our roads policing strategy	Regional Casualty Reduction Plan implemented in the Division	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

	<p>Improve Road Safety through collision analysis and development of a Casualty Reduction Strategy</p>	<p>Reduction in Fatal and Serious Injury Collisions</p>	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
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Initiative	This will be achieved by	Performance Indicators	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	<ul style="list-style-type: none"> • Multi agency operations developed and implemented • Increased compliance with road transport legislation • Increased detections 	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	Safer Roads
	Increased intelligence led enforcement of Lifesaver offences: <ul style="list-style-type: none"> • Excessive speed • Impaired driving • Seatbelt offences • Mobile phone offences 	Increased detections	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
	Prioritise Road Traffic enforcement by all operational personnel	Reduced road fatalities and serious injuries	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

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Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
	Focussed roads policing operations	Implementation of regional lockdown operations quarterly	<ul style="list-style-type: none"> • C/Superintendent • Divisional Traffic Inspector 	Safer Roads
	Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles (SPSVs)	<ul style="list-style-type: none"> • Increased compliance with Road Traffic Legislation • Number of operations performed • Number of offences detected 	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Divisional Traffic Inspector 	
	The development and implementation of a Divisional Roads Policing Plan	Divisional plan developed and implemented in the Division	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

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.

Initiative	This will be achieved by	Performance Indicators	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	Divisional community stakeholder databases and community issues log developed in Q1 2013	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	Safe Homes
	Develop Customer Relations Model (CRM) in each division	CRM developed and implemented in each division in Q1 2013	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement	Implement Garda diversity strategy	Garda diversity strategy implemented	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
Continue to support victims of crime and improve the services available to them	Implement call back contacts with crime victims	Process implemented in the Division to liaise with victims of crime	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

	Ensure the appointment of Family Liaison Officers for all qualifying crimes	Family Liaison Officers appointed	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
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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.

Initiative	This will be achieved by	Performance Indicators	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)	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Divisional JLO Sergeant 	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 advise on crime prevention	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Divisional Crime Prevention Sergeant 	

<p>Working in partnership, we will continue to tackle public disorder and anti social behaviour that will affect a community's quality of life</p>	<p>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</p>	<ul style="list-style-type: none"> • Initiatives under the PAPS umbrella implemented and evaluated • Use of SARA model to tackle public disorder and anti-social behaviour 	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
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Initiative	This will be achieved by	Performance Indicators	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	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	Safe Communities
	Continue to monitor licence premises through inspections and test purchases	<ul style="list-style-type: none"> • Inspections of licensed premises • Test purchases conducted 	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Divisional Licensing Inspector 	
	Maintain dispatching and other technologies to optimise service delivery outcomes and incident response times	Improved incident response times	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

	Continue to assess and identify the most beneficial locations and times for the allocation of high visibility patrols and beats under the Divisional High Visibility Policing Strategy	Compliance with High Visibility Policing Targets	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
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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

Initiative	This will be achieved by	Performance Indicators	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 identifier in the analysis of Divisional high impact crimes	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent • Detective Superintendent 	Best Use of Resources
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 staff have appropriate capacity to implement new Divisional policing initiatives as identified in the Divisional policing plan	Number of training programs identified/delivered	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	

<p>Continue to enhance our organisation's performance and accountability systems</p>	<p>Supporting the roll out of the PALF across the Division</p>	<p>Improved performance and accountability across the Division</p>	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
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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

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Harness technology and information to generate efficiencies in the delivery of a policing service	Rollout Resource & Incident Management Project to all Stations	Optimal use of the Computer Aided Dispatch (CAD) system	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	Enhanced Service Delivery
	Implement the Automatic Vehicle & Personnel Locations System (AVPLS)	AVPLS implemented following pilot	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	
	Maximise the use of the ANPR system through registering all target vehicles and responding appropriately to ANPR hits	Increase number of vehicles registered on ANPR	<ul style="list-style-type: none"> • C/Superintendent • Each Superintendent 	