

An Garda Síochána



Annual Policing Plan 2013

Dublin Metropolitan Region West Division

Working with Communities to Protect and Serve



Foreword

I am pleased to introduce An Garda Síochána Annual Policing Plan 2013 for the D.M.R. (West) Division. This plan outlines our strategic goals for the first year of the Strategy Statement 2013 – 2015 and includes the priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.

The Strategy Statement 2013 – 2015 defines the vision of An Garda Síochána as “Excellent people delivering policing excellence”. This vision will be achieved through the following organisational values;

- **Honesty** - Being honest and ethical and adhering to the principles of fairness and justice;
- **Accountability** - Accepting individual responsibility and ensuring public accountability;
- **Respect** - Having respect for people, their Human Rights and their needs;
- **Professionalism** - Providing a professional policing service to all communities.

These values are the cornerstone of our strategy as an Organisation. The Mission Statement of An Garda Síochána is “Working with Communities to Protect & Serve”. In 2013 we will continue to achieve that mission by forging even stronger links with the community through initiatives such as Partnership Approach to Community Engagement (PACE) and Partnership Approach to Public Safety (PAPS). Through these initiatives we will continue in our commitment of positive and constructive consultation with our Stakeholders, both Internal and External, including the introduction and development of problem solving capabilities and consider this interaction a vital component of our continuing success in the battle against Crime and Criminal Activity.

We will continue to optimise the use of technology; crime analysis and crime mapping to tackle high volume and high impact crime. Intelligence led operations will continue to be implemented to tackle organised and violent crime. This will, I believe, continue to equip us with the tools to ensure that our Community is a safer and more pleasant environment. Optimisation of resource allocation will be achieved through high visibility policing and targeted patrolling. We will continue to support victims of crime with professionalism and sensitivity whilst working within the community to enhance crime prevention through predictive policing, community policing units and crime prevention officers.

Chief Superintendent

Declan Coburn

VISION

*`Excellent people delivering
policing excellence`*

MISSION

Working with Communities to Protect and Serve

VALUES

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

Accountability - *Accepting individual responsibility and ensuring public accountability*

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

Professionalism - *Providing a professional policing service to all*

Policing Priorities for An Garda Siochana for 2013

Determined by the Minister for Justice and Equality

The Minister under the provisions of section 20 of the Garda Siochana Act 2005 has determined the following matters as priorities for the Garda Siochana 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	Support Garda Units dedicated to combating subversive activity and emerging security and terrorist threats	Number of individuals arrested and/or prosecuted for terrorist/ subversive	Each District Officer D/Supt O' Sullivan	A Secure State
Targeted operations against organised criminal activity, involving terrorist groups	Operation Hybrid targeting individuals involved in organised and serious crime will continue to be targeted through intelligence led operations	Number of targets profiled	Each District Officer	
Continued exchange of information and intelligence with appropriate domestic and international agencies	Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation	Number of threats identified	Each District Officer D/Supt O' Sullivan	Active Role in International Security
	Monitoring and Evaluation of ongoing operations and the establishment of new operations to target criminal gangs			
	Ongoing liaison with National Support Services (CAB, GNIB and GNDU, GBFI, NBCI, SDU) and			

Enhanced level of readiness for major emergencies	Crime & Security in targeting Criminal Gangs			
	Crime Management teams maintained at both Divisional and District Level			
	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 “K” & “L”	
	Inter Agency Major Emergency Management Programme Implemented in the DMR West	Each District to implement a programme with outside agencies	Each District Officer	A Secure State
	Divisional Risk Assessment carried out in the DMR West	Each District to carry out risk assessment to identify hazards		
	Ongoing development of Major Emergency Management within the DMR West	Increase in the number trained in Major Emergency Management skills	Each District Officer D/Superintendent	Active Role in International Security
Conduct a review of all Major Emergency Plans for all identified sites within the Division to reflect changes in personnel and procedures	All plans reviewed and updated if required	Each District Officer		

	<p>Conduct collaborative Regional Exercises from a list of scenarios and objectives agreed by the Principle Response Agencies</p> <p>Ongoing evaluation of the security requirements of the Aras An Uachtarain and the residence of the US Ambassador, Farmleigh, Italian Ambassadors Residence, Cloverhill and Wheatfield prison and Baldonnell Airport and Weston Aerodrome</p> <p>All Major Emergency plans reviewed and toolkits completed</p> <p>Number of Persons Trained in the various functions associated with Major Emergency Management increased within the Division</p> <p>Implement Strategic Plans For Emergency Exercises</p>	<p>One of Major Emergency Exercises conducted in each Garda District</p> <p>Conduct an increased number of major Emergency Exercises in 2013</p> <p>All plans reviewed and updated if required</p> <p>Increase in the number of members trained through the E – Learning course</p> <p>Strategic Plans completed and Implemented for the each District</p>	<p>Each District Officer</p> <p>Each District Officer</p> <p>Each District Officer</p>	<p>A Secure State</p> <p>Active Role in International Security</p>
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	<p>Crisis Management teams maintained and members aware of their roles and responsibilities if such incident occurs</p> <p>Provide practical information on plans and procedures in major emergency to all Garda ranks in the form of action cards and aide memoires</p>	<p>Major Emergency Aide Memoires provided to senior management and action cards provided to operational Gardaí</p>		
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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	Enhance daily and weekly crime & intelligence briefing template	Each District Officer D/Superintendent O'Sullivan	Reduced crime
	DMR Co-ordination and Tasking Unit (CTU) will co-ordinate regional policing operations and support divisional policing operations			
	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	Target High Impact and High Volume property crime and crimes against the person Increase in detections	Each District Officer D/Superintendent O'Sullivan	
	DMR CTU will further develop offender management processes to target identified recidivist offenders	Continue to task Crime Prevention Units with targeting Prolific offenders with a proactive approach to objecting to bail for repeat offenders	Each District Officer D/Superintendent O'Sullivan	
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	Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation		

<p>Use all available means to deny criminals the use of our roads for criminal activity</p>	<p>Enhance traffic unit involvement in the implementation of intelligence led roads policing operations such as ACER and Hybrid to target crime</p> <p>Targeting of prolific offenders through the use of ANPR and other means by regional and divisional traffic units</p>	<p>D/Inspector / CIO tasked with collating and inputting of intelligence on the ANPR system to assist in policing operations ACER and Hybrid</p> <p>Targeted checkpoints utilising ANPR vehicles</p> <p>Promote use of technological assets and surveillance in all relevant aspects of Garda Operations</p>	<p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p> <p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p>	
<p>Actively address all forms of Violent Crime</p>	<p>Threats to cause harm will be managed and reviewed</p> <p>Ensure victims of domestic and sexual violence are encouraged to report such crimes through engagement with relevant stakeholders</p>	<p>Compliance with HQ Directive 129/11 in the management and review of threats to cause harm</p> <p>Continue to fully implement Garda policy on domestic and sexual violence</p> <p>Pro – actively manage the sex offenders register</p>	<p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p> <p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p>	<p>Reduced crime</p>
<p>Work with all our partners to help prevent and reduce the threat posed by crime</p>	<p>Implementation through the DMR Community Safety Office (CSO) of the Scanning Analysis Response Assessment (SARA) methodologies for identified problems</p>	<p>Number of persons trained to implement SARA methodology</p> <p>SARA model used and evaluated</p>	<p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p>	

<p>Target organised crime, human and drug trafficking networks</p>	<p>Further implementation of Operation Domino, Operation Hybrid, Operation Enchant and Operation Quest through increased activity on identified targets</p> <p>In conjunction with specialist/national units identify and target prolific offenders involved in organised crime, human and drug trafficking</p>	<p>Increased targeted activity under operation Domino and operation Enchant</p> <p>High Visibility Policing Operations continued in areas that are identified as high crime areas in association with National Units</p> <p>Ongoing liaison with National Garda Units such as Criminal Assets Bureau, Garda National Immigration Bureau, Special Detective Unit, Regional Traffic and Garda National Drug Unit in targeting Criminal Gangs</p> <p>Increase Number of targeted operations carried out to disrupt the activities of organised crime, human and drug trafficking</p>	<p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p>	
<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>Maintain dedicated CAB liaison Garda in each District</p> <p>Increase in number of prosecutions in serious and organised crime</p> <p>Increase number of CAB profiles developed</p> <p>Inspector appointed to monitor and co-ordinate activity</p> <p>Increased number of European Arrest Warrants being executed</p>		<p>Reduced crime</p>

<p>Work in partnership with other agencies to successfully enforce our roads policing strategy</p>	<p>Develop intelligence led roads policing operations to target prolific offenders involved in high impact crime and road traffic offences</p> <p>Establish High Visibility roads policing operations in Crime Hot Spots</p> <p>Work in partnership with other agencies to successfully enforce our roads policing strategy</p> <p>Improve Road Safety through collision analysis and development of a Casualty Reduction Strategy</p> <p>Increased intelligence led enforcement of Lifesaver offences:</p> <ul style="list-style-type: none"> • Excessive speed • Impaired driving • Seatbelt offences • Mobile phone offences 	<p>D/Inspector / CIO in each District to supply targets for uploading to ANPR</p> <p>Increase the number of ANPR checkpoints conducted</p> <p>Actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013 – 2020 achieved</p> <p>Continued work with multi-agency operations to detect offences</p> <p>Casualty Reduction Plan implemented in DMR West</p> <p>Reduction in Fatal and Serious Injury Collisions</p> <p>Increased detections</p>	<p>Each District Officer</p> <p>D/Superintendent O’Sullivan</p> <p>Each District Officer DMR</p> <p>Divisional Traffic Inspector</p>	
<p>Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour</p>	<p>Prioritise Road Traffic enforcement by all operational personnel</p> <p>The development and implementation of a Regional Roads Policing Plan</p>	<p>Reduced road fatalities and serious injuries</p> <p>Regional plan developed and implemented in the DMR West</p>	<p>Each District Officer DMR</p> <p>Divisional Traffic Inspector</p>	<p>Safer Roads</p>

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 Develop Customer Relations Model (CRM) in each division	Divisional and District community stakeholder databases and community issues log developed in Q1 2013 CRM developed in each district and implemented in each division in Q1 2013	Each District Officer	
Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement	Implement Garda diversity strategy	Action the relevant elements of the national strategies in relation to Diversity, Older people, Youth and Children in all Garda Districts	Each District Officer	Safe Homes
Continue to support victims of crime and improve the services available to them	Implement call back contacts with crime victims Ensure the appointment of Family Liaison Officers for all qualifying crimes	Process implemented in the DMR West Division to liaise with victims of crime and ensure call backs Family Liaison Officers appointed to all qualifying incidents and that	Each District Officer D/Superintendent O'Sullivan	

<p>Continue to foster positive relationships with children and young people to promote their personal and community safety</p> <p>Targeted local crime reduction and prevention initiatives</p> <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>Continued enhancement of youth and child focussed initiatives through the development of Partnership Approach to Community Engagement (PACE)</p> <p>Effective use of Crime Prevention Officers to maximise crime prevention</p> <p>Engage effectively with local authorities and communities to reduce the incidents of public disorder and anti social behaviour through the Partnership Approach to Public Safety (PAPS) initiative</p> <p>Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases</p> <p>Continue to monitor licence premises through inspections and test purchases</p>	<p>sufficient members trained in the Division</p> <ul style="list-style-type: none"> • Teenagers and Gardai (TAG) initiatives implemented • Further development youth engagement through sport. Including the FAI late night leagues • Maximum benefit achieved from Garda youth diversion projects • Effective case management of youth offenders <p>Increase the number of neighbourhood watch/ community alert/ business watch schemes, Hospital Watch, Campus Watch</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 <p>Number of ASBOs and Behaviour Warnings issued where appropriate</p>	<p>Each District Officer</p>	<p>Safe Communities</p> <p>Safe Communities</p>
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<p>Provision of a visible and responsive policing service</p>	<p>Maintain dispatching and other technologies to optimise service delivery outcomes and incident response times</p> <p>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</p>	<p>Number of Licensed premises inspected</p> <p>Number of prosecutions under S4 (1) intoxicating Liquor Act 2003</p> <p>Test Purchasing Operations conducted on a regular basis</p> <p>Improved incident response times in all districts in the DMR West</p> <p>Compliance in all District with all High Visibility Policing Targets in the DMR West</p>		
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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
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 regional policing initiatives as identified in regional policing plan	Number of training programs identified/delivered in the DMR West	Each District Officer D/Superintendent O'Sullivan	Best Use of Resources
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 DMR West		
Harness technology and information to generate efficiencies in the delivery of a policing service	Rollout Resource & Incident Management Project to all DMR Stations	Optimal use of the Computer Aided Dispatch (CAD) system	Each District Officer D/Superintendent O'Sullivan	Enhanced Service Delivery
	Implement the Automatic Vehicle & Personnel Locations System (AVPLS)	AVPLS implemented following pilot		
	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 in the DMR West	Each District Officer	
	Evaluate the potential value of social media in delivery of a professional service	Evaluation completed by Q1 2013	D/Superintendent O'Sullivan	