

# **An Garda Síochána**



## **Annual Policing Plan 2013**

### **Dublin Metropolitan Region North Central Division**

## ***FOREWORD***



On the 1<sup>st</sup> of January 2013, we, in the D.M.R, North Central (Store Street, Mountjoy 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 2013'*

Our policing strategy in 2013 reflects the needs and requirements of our local stakeholders, the Garda Commissioner and the Minister for Justice. 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. In 2013, we will allocate all our Community Gardaí in accordance with the mapping of the 'small areas' as provided by the Central Statistics Office (CSO) and we will allocate sufficient members of Community Gardaí to take ownership and responsibility for every street in our Division.

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 to this policing plan and will be central to the strategic and tactical focus of policing in the Division in 2013. 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.

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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 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, etc. 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 2013. 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 is enhanced by our sectors which are 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**

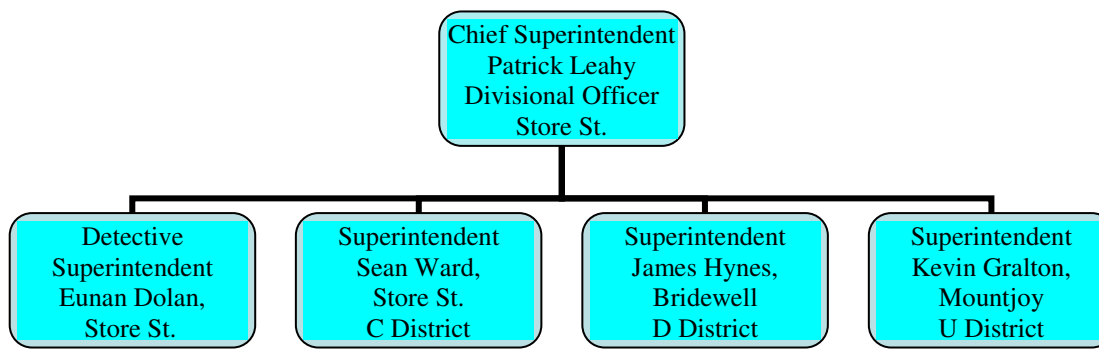
**Results;** At the beginning of January we determined the Results required for the next twelve months. The interim results must show positive trends and / or sustained good performance; appropriate targets have been set and must now be met or exceeded.

**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 stations)**

<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>30</b>	<b>269</b>	<b>23</b>	<b>16</b>
<b>Bridewell</b>	<b>-</b>	<b>1</b>	<b>5</b>	<b>29</b>	<b>129</b>	<b>12</b>	<b>13</b>
<b>Mountjoy</b>	<b>-</b>	<b>1</b>	<b>3</b>	<b>19</b>	<b>161</b>	<b>18</b>	<b>13</b>
<b>Divisional Total 2013</b>	<b>1</b>	<b>4</b>	<b>13</b>	<b>78</b>	<b>559</b>	<b>53</b>	<b>42</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>

### Crime Results for year end 31<sup>st</sup> December 2012:

CRIME TYPE	PERCENTAGE + OR -
BURGLARY	REDUCED BY 14 %
CRIMES AGAINST PERSONS	REDUCED BY 17 %
TOTAL ASSAULTS	REDUCED BY 17 %
SEXUAL OFFENCES	REDUCED BY 28 %
PUBLIC ORDER	REDUCED BY 14 %
TRESPASS	REDUCED BY 18 %
SEARCHES OF PERSONS	14,082 INCREASED BY 114%
POSSESSION OF WEAPONS	REDUCED BY 17 %
PROPERTY CRIME	REDUCED BY 6 %
CRIMINAL DAMAGE	REDUCED BY 15 %
ROBBERIES EST & PERSON	REDUCED BY 21 % and 5%
THEFT FROM CARS	REDUCED BY 27 %

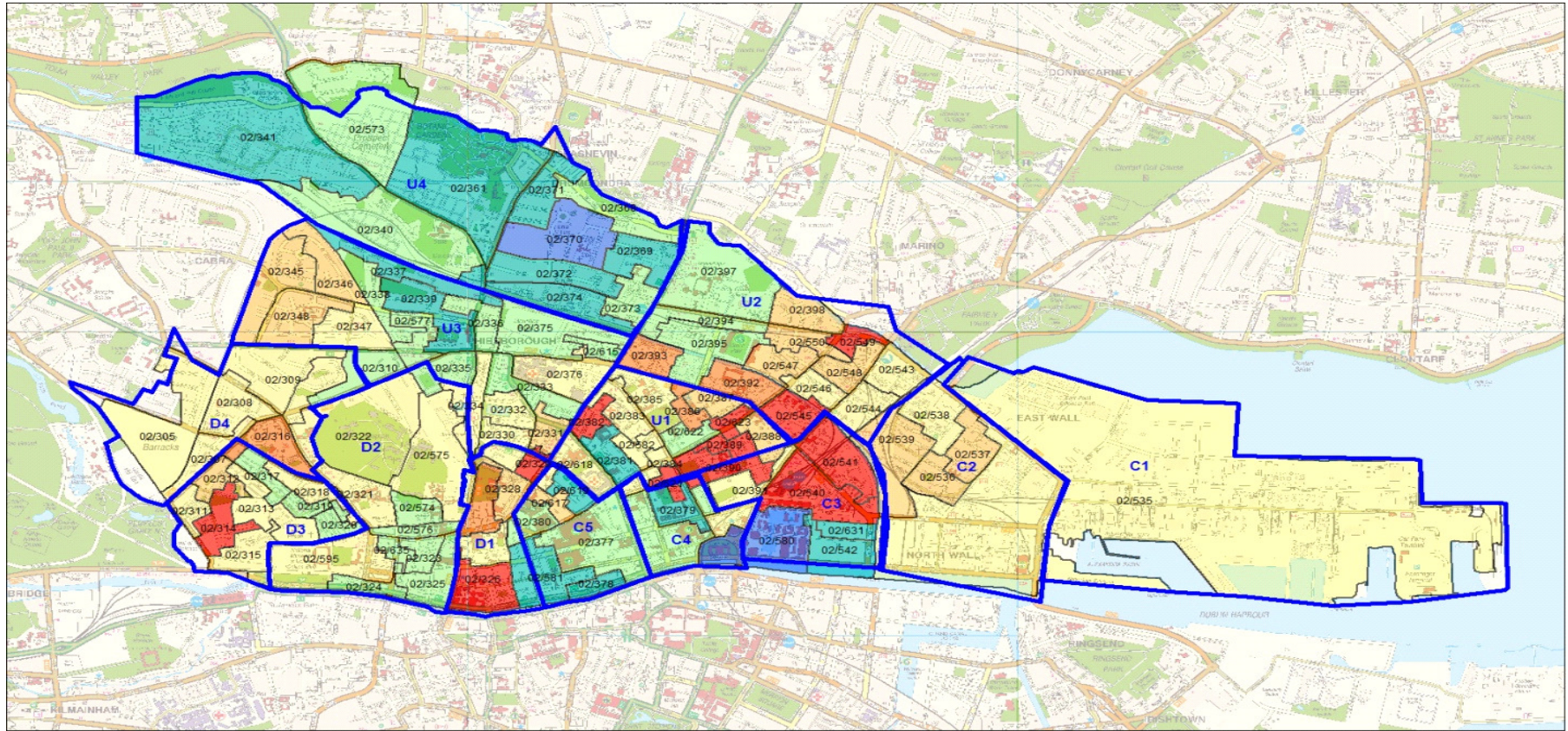
### Awards received:

- **Excellence Ireland** – The D.M.R. North Central Division submitted an application to E.I.Q.A. (Excellence Ireland Quality Association) which focused on the processes associated with managing customer groups, i.e. Victims of Crime, Offenders and Stakeholders and following an independent internal and subsequent external assessment, received the Garda Síochána / E.I.Q.A. internal ‘Dedicated to Excellence’ award.
- **National Q Mark award** – The D.M.R. North Central Division was awarded the national ‘Dedicated towards Excellence award 2012’ from the E.I.Q.A. The Division provided a framework and a robust rationale for enhancing the service delivery approach, using the following fundamental concepts:
  - Customer focus, Results orientation, Leadership and Constancy of purpose, People Involvement, Empowerment and Development, Management by Processes and Facts, Public Responsibility, Continuous Learning, Innovation and Improvement and Partnership Development.

Management and staff of the DMR North Central set out to develop an ‘Excellent’ customer relationship Management (CRM) model for the division by staffing an office at the divisional headquarters (Divisional Community Policing Office). This office consults with internal and external stakeholders, with a focus on Victims of Crime, Offenders & other Stakeholders.



**THE MAP BELOW INDICATES THE DEPRIVATION/AFFLUENCE OF EACH AREA WITHIN THE NORTH CENTRAL DIVISION**



Relative Index Score	Standard Deviation	Label/Colour
over 30	> 3	extremely affluent
20 to 30	2 to 3	very affluent
10 to 20	1 to 2	affluent
0 to 10	0 to 1	marginally above average
0 to -10	0 to -1	marginally below average
-10 to -20	-1 to -2	disadvantaged
-20 to -30	-2 to -3	very disadvantaged
below -30	< -3	extremely disadvantaged

These are the terms (*extremely affluent to extremely disadvantaged*) used to describe the communities in the D.M.R North Central.

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



## Economic profile:

While National income or output figures are not available for small areas such as the North Central area, the CSO 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 is 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.

## **COMMUNITY POLICING CONSOLIDATION PROJECT**

The D.M.R. North Central Divisional Community Policing Office was founded in 2009 in order to develop an ‘Excellent’ Customer Relationship Management (CRM) model. This office is involved in managing the delivery of service processes to the three customer/stakeholder groups which are representative of a significant portion of its customer base. The three groups are ‘Victims of Crime’, ‘Offenders’ and ‘Stakeholders’, and relevant initiatives have been put in place to provide a dedicated and accessible service to each.

### **Victims Management Initiative**

The Victim Management Initiative was developed primarily to provide management of victims from the time of initial incident to the conclusion of any associated court case, if applicable. The main thrust of this process lies in the provision of consistent and regular communication and feedback, provision of crime prevention advice and support, and provision of a central point of contact for victims. The operation of this initiative is made possible by way of a dedicated team of personnel located in the Divisional Community Policing Office whose primary responsibility is to develop and maintain a continuous channel of communication with each person who becomes a Victim of Crime in the North Central Division. This channel of communication is achieved by telephone, e-mail, letter and personal contact, where applicable, in order to ensure that each victim is provided with the best information and support available.

### **Offender Management Initiative**

This initiative focuses on prolific offenders (both juvenile and adult) who are resident in the Division and aims to manage the impact that the activity of these offenders has on the community. This initiative allows for one Garda Member to be assigned to monitor and manage all the charges and court appearances for an individual offender, resulting in provision of an adequate profile of the offender and an indication of the overall impact that the offender is having on the community. The process is designed to identify, assess and provide suitable interventions with a view to steering the offender away from or engineering the offender out of the criminal justice system. The interventions utilised involves a multi-agency approach, including schools, social workers, probation services, detention centres, the Health Service Executive, clubs, support groups and other service providers, resulting in a holistic approach to managing the offender and the impact of his/her activity.

### **Stakeholder Management Initiative**

The main objective of this initiative is to develop and maintain a focal point of contact and an appropriate communication channel between An Garda Síochána and the key stakeholders in the D.M.R. North Central Division. Our stakeholders include – Political, Economic (business), Social & Community, Technological, Legal and Environmental. This service allows for proactive communication with identified key stakeholders in order to provide relevant, appropriate and timely reaction to issues identified by either the stakeholders themselves or by An Garda Síochána. Strong, positive working relationships have been developed as a result of this initiative. Tangible results of the service are forever evident when major events (e.g. St. Patrick’s Day Festival, protest marches in the city centre, etc.) are being planned for, as it allows for a focal point where concerns, issues and the relevant, factual information can be communicated to and disseminated from.

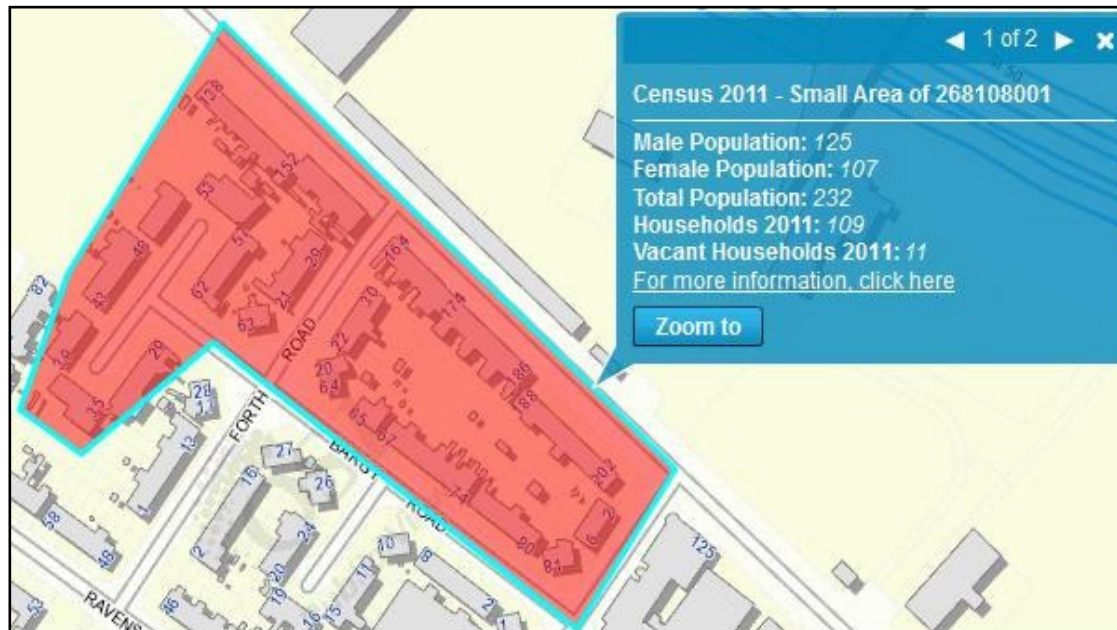
### **2013 Community Policing Consolidation Project**

Plans are in place to extend the remit of the Divisional Community Policing Office to manage the deployment and implementation of the Divisional Community Policing ‘S.T.A.R.T.’ model (Segmenting, Targeting, Analysing, Responding, Tracking), and to integrate the current initiatives (‘Victims’, ‘Offenders’ & ‘Stakeholders’) within this model. Use of the ‘S.T.A.R.T.’ model will result in the consolidation and embedding of the Commissioner’s National Model of Community Policing via the allocation of ownership and responsibility of specified areas to the 125 dedicated Community Gardaí throughout the Division.

The allocation of responsibility and ownership will be based on the Central Statistics Office (C.S.O.) ‘Small Area’ boundaries. A ‘Small Area’ nests within Electoral Division boundaries, and is the lowest level of geography for the compilation of statistics in line with data protection. Created by The National Institute of Regional & Spatial Analysis (N.I.R.S.A.) on behalf of Ordnance Survey Ireland (O.S.I.) in consultation with the Central Statistics Office (C.S.O.), ‘Small Area’ boundaries were used as the basis for the Enumeration in Census 2011 and were amended in line with population data gleaned during said Census.



To date, the geographical outline and the streets contained within each ‘Small Area’ in the D.M.R. North Central Division have been established through use of the C.S.O. Interactive Mapping Tool. An example of one such ‘Small Area’ is provided as follows:



A combination of neighbouring ‘Small Areas’ will form a defined ‘Community Policing Area’, with Community Gardaí assigned ownership and responsibility for same. The ‘S.T.A.R.T’ model will then be utilised to allow for a focused delivery of effective and meaningful engagement with all stakeholders, key customers, victims and offenders in the Division. Management of this engagement will be accomplished via the Divisional Community Policing Office.

## Goal 1 - 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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
Targeted operations against terrorist and extremist groups, including dissident republicans	Regional plans reviewed, revised and implemented	Greater monitoring and engagement of subversive targets within the division through increased liaison with SDU - monthly briefings to Detective Inspector./ Detective Superintendent	Monthly briefings by SDU to Detective Inspector/Detective Superintendent	Detective Superintendent Dolan
Targeted operations against organised criminal activity, involving terrorist groups	Terrorist suspects and organised crime groups linked to terrorist groups identified and profiled	Quarterly briefing (conference at D.M.R. North Central) by Detective Inspector SDU to key divisional personnel. A representative from SDU to brief members at PAF meetings on a monthly basis and provide intelligence following any major event where a subversive element is involved. Ongoing liaison between Detective Inspectors and SDU	Quarterly briefing held	Superintendent Ward
Continued exchange of information and intelligence with appropriate domestic and international agencies	Effective flow of relevant information to and from Crime and Security in support of its domestic and international obligations	Through detailed profiling of organised gangs, establish the existence of any links with subversive/terrorist groups/individuals	How many links established between organised gangs and subversive, terrorist groups/individuals	Superintendent Hynes
	Successful policing and security of EU presidency events	Engage and disrupt the connection between organised crime gangs and subversive terrorist groups	Number of serious breaches of security at National facilities(critical infrastructure)	
		Ensure all relevant information is forwarded to Crime & Security to support it's domestic and international obligations	Relevant information to be related to Crime & Security	Superintendent Gralton
		Identify and risk assess critical infrastructure throughout the Division.	Number of facilities(critical infrastructure) identified and risk assessed	
		Effective policing of all E.U. presidency events in the North Central Division.	Detailed policing plans in place for each E.U. presidency event	

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Enhanced level of readiness for major emergencies	<p>Level of readiness in the event of Major Emergencies enhanced</p> <p>Major Emergency Plans amended and updated reflecting recent changes in personnel and procedures in the Region</p> <p>Number of Regional Interagency, Local Interagency and Internal Major Emergency Exercises conducted</p> <p>Number of Garda Personnel trained in crisis management in the Region</p> <p>Number of Garda personnel trained using E-learning course</p> <p>Major Emergency Aide Memoires provided to senior management and action cards provided to operational Gardaí</p>	<p>Review and develop our major emergency response capability by completing a major interagency live exercise in 2013</p> <p>Update the Major Emergency Plan to reflect any changes in personnel and procedures in the Division</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>Ensure sufficient personnel are trained in crisis management</p> <p>Senior management to be provided with Major emergency Aide memoires to ensure all procedures for a major emergency plan are available</p>	<p>Plan and execute one major emergency exercise during 2013</p> <p>Updated Major Emergency Plan reflecting new roster system/new procedures</p> <p>Number of I.E.Ds. recovered divisionally</p> <p>Number of Garda personnel trained in crisis management in the Division</p> <p>Suitable personnel trained in E-learning courses in relation to major emergency management</p> <p>Relevant personnel will have action cards for plans and procedures to be followed in the event of a major emergency</p>	<p>Detective Superintendent Dolan</p> <p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Gralton</p> <p>Inspector J. Barrett</p>

## Goal 2 – 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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
Information-led policing operations to combat crime	Crime & intelligence briefing template enhanced	Maintain robust PAF meetings, operation Anvil, crime management meetings and digital pin mapping to analyse, risk assess and manage effective resource deployment including financial management	Number of persons/gangs profiled by divisional asset profilers and forwarded to the Criminal Assets Bureau	Superintendent Ward
	Increased detections and reductions in property crime	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 Garda Síochána Analysis Service and Digital Pin Mapping to facilitate targeted operations and to enable early intervention and prevention of crime	Number of persons subject to case management (a) Juveniles, (b) Prolific Offenders, (c) Serious Criminals & (d) Registered Sex Offenders	Superintendent Hynes
Continue to target property crime and persistent offenders	Production and dissemination of accurate tactical analysis reports	Use case management system for all juvenile prolific offenders, all adult prolific offenders, all registered sex offenders and all known serious criminals	Weekly Divisional Crime Analyst Report; <b><i>Decrease in volume crime</i></b> <b><i>Increase in detections</i></b>	Superintendent Gralton
	Increased activity in the targeting and management of prolific offenders	Aggressively and continuously profile all known serious criminals and organised criminal gangs and institute proceedings under the Criminal Justice (Amendment) Act 2009	Number of profiles of serious criminals and organised criminal gangs completed	Detective Superintendent Dolan
	Intelligence led operations developed and implemented		Number of profiles completed by Operation Quest	
			District oversight committee established to case management	
			Number of oversight meetings held	

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Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<p>Use all available means to deny criminals the use of our roads for criminal activity</p> <p>Actively address all forms of Violent Crime</p>	<p>Integrated intelligence led operations developed and implemented</p> <p>Increased activity targeting prolific offenders</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>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>A database of persons under threat will be maintained and actioned using the latest information available</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</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>Deploy Divisional Crime Scene personnel to ensure maximum crime scene examination including on-site/street examination of MPVs where appropriate</p> <p>Monitoring of all registered sex offenders residing and working in this Division</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 interventions to threats to life</p> <p>Database completed and maintained</p> <p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods</p> <p>Number of Gardaí trained in case management</p> <p>Number of warrants executed; Bench, Committal, Distress and Penal</p> <p>Number of crime scenes examined</p> <p>Number of marks recovered and forwarded to Garda Headquarters &amp; number of positive ids returned</p> <p>DVSAI Unit notified of all sex offenders in Division</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Gralton</p>



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*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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<p>Work with all our partners to help prevent and reduce the threat posed by crime</p> <p>Target organised crime, human and drug trafficking networks</p> <p>Effective investigation of those who engage in white collar and financial crime</p>	<ul style="list-style-type: none"> <li>• Number of persons trained to implement SARA (Scanning Analysis Response Assessment) methodology</li> <li>• SARA model used and evaluated</li> </ul> <p>Increased targeted activity under operation Domino and operation Enchant</p> <p>Number of targeted operations carried out to disrupt the activities of organised crime, human and drug trafficking</p> <p>Liaison process established in each Division with GBFI and CAB to assist in the investigation of white collar crime</p>	<p>Develop new community policing training and deliver to all community policing Gardai</p> <p>Develop new community policing approach using CSO mapping and SARA</p> <p>Using Operation Quest we will profile/prevent and detect incidences of trafficking in human beings and illegal immigration</p> <p>Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling</p> <p>Aggressively target and seize assets which are the proceeds of crime(including drug crime) using local criminal assets capability</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</p> <p>Develop a channel of communication with GBFI &amp; CAB to assist in investigations of white collar crime</p>	<p>Number of members trained</p> <p>Number of members deployed per District</p> <p>Number of prosecutions for Human Trafficking</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 detections in relation to sale/supply of drugs</p> <p>Number of Intelligence led operations targeting drug dealing</p> <p>Assistance provided to GBFI &amp; CAB</p>	<p>Sergeant. D. Keyes</p> <p>Each Superintendent</p> <p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Galton</p>

## Goal 2 – 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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<p>Work in partnership with other agencies to successfully enforce our roads policing strategy</p>	<p>Increased activity on identified targets</p> <p>Actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013 – 2020 achieved</p> <p>Regional Casualty Reduction Plan implemented in each Division</p> <p>Reduction in Fatal and Serious Injury Collisions</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 intelligence-led operations combating both traffic and crime policing</p> <p>All crime related incidents, detections and intelligence made by the Divisional Traffic Unit recorded on Operation Bothar and Divisional organisation number</p> <p>Number of interagency Traffic Management meetings held</p> <p>Number of collision prone zones/locations identified</p> <p>Number of Special Events policed</p> <p>Number of members trained in PUMA speed detection and ANPR</p> <p>School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Galton</p> <p>Inspector J. Barrett</p>

## Goal 2 – 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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenged dangerous road user behaviour	<ul style="list-style-type: none"> <li>• Multi agency operations developed and implemented</li> <li>• Increased compliance with road transport legislation</li> <li>• Increased detections</li> </ul> <p>Reduced road fatalities and serious injuries</p> <p>Implementation of regional lockdown operations quarterly</p> <ul style="list-style-type: none"> <li>• Increased compliance with Road Traffic legislation</li> <li>• Number of operations performed</li> <li>• Number of offences detected</li> </ul> <p>Regional plan developed and implemented in each Division</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>Continue to use planned and managed Mandatory Alcohol Testing Checkpoints (all units)</p> <p>Regional Traffic Plan implemented in the Division</p>	<p>Number of detections in traffic offences as listed</p> <p>Intelligence gathering on high profile criminals</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> <ol style="list-style-type: none"> <li>(1) drink driving,</li> <li>(2) speeding</li> <li>(3) non wearing of safety belts</li> </ol> <p>School visits where road safety is promoted</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>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Gralton</p> <p>Inspector J. Barrett</p>

## Goal 3 – 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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<p>Active community engagement to develop appropriate policing strategies that meet the needs and priorities of communities</p> <p>Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement</p> <p>Continue to support victims of crime and improve the services available to them</p>	<p>Divisional community stakeholder databases and community issues log developed in Q1 2013</p> <p>CRM developed and implemented in each division in Q1 2013</p> <p>Garda diversity strategy implemented</p> <p>Process implemented in each division to liaise with victims of crime</p> <p>Family Liaison Officers appointed</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 includes 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>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>Continued liaison with the H.S.E. in relation to Missing Children from Care</p>	<p>Register of customers and stakeholders created and maintained by Divisional Community Policing Office</p> <p>Provide solutions that reduce the fear of crime through targeted enforcement and crime prevention</p> <p>Reduction in the fear of crime</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>Accurate register of senior citizens created in District</p> <p>Number of victims of crime who are over 65 years of age</p> <p>Number of meetings held between the HSE and An Garda Síochána regarding missing children from care</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Gralton</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>Family Liaison Officers used in serious investigations to assist families and maintain support during the investigation</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>Number of Gardaí trained as Family Liaison Officers</p>	
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## Goal 3 – 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.*

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<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>	<ul style="list-style-type: none"> <li>• Teenagers and Gardaí (TAG) initiatives implemented</li> <li>• Further development of youth engagement through sport</li> <li>• Maximum benefit achieved from Garda youth diversion projects</li> <li>• Effective case management of youth offenders</li> </ul> <p>Effective engagement with the community to advise on crime prevention</p> <ul style="list-style-type: none"> <li>• Initiatives under the PAPS umbrella implemented and evaluated</li> <li>• Use of SARA model to tackle public disorder and anti-social behaviour</li> </ul>	<p>Deploy new Divisional Community Policing S.T.A.R.T. model:</p> <ul style="list-style-type: none"> <li>• Segmentation</li> <li>• Targeting</li> <li>• Analysing</li> <li>• Responding</li> <li>• Tracking</li> </ul> <p>To engage all age groups and stakeholders in identifying needs and requirements</p> <p>Maintain and update current case management</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>Enhance partnerships with BRIDGE programme for rehabilitation of prolific offenders and with Ana Liffey project for the arrest and referral scheme to provide appropriate addiction services for offenders</p>	<p>Number of profiles completed and contacts completed for Divisional Database</p> <p>Number of youth diversion programmes engaged</p> <p>Number of young people being case managed</p> <p>Number of stakeholder issues resolved. Victims contacted and assisted in person (after the event)</p> <p>Number of prolific offenders referred to BRIDGE and Ana Liffey project</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Gralton</p>

## Goal 3 – Ensuring Safe Communities

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Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<p>Provision of a visible and responsive policing service</p>	<p>Number of ASBOs and Behaviour Warnings</p> <ul style="list-style-type: none"> <li>• Inspections of licensed premises</li> <li>• Test purchases conducted</li> </ul> <p>Improved incident response times</p> <p>Compliance with High Visibility Policing Targets</p>	<p>Aggressively target public disorder and anti-social behaviour (ASBOS), by maintaining 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 PAF 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</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 received by the analyst service</p> <p>Number of briefings held with the night-time economy stake holders</p> <p>Number of test purchases of alcohol conducted</p> <p>Number of meetings with Joint Policing Committees A Public Order Strategy/risk assessment developed for each sector</p> <p>Number of new developments/processes to increase communications capability of Divisional Community Policing Office</p> <p>Number of operations directed at organised begging</p> <p>Number of prolific Public Order offenders identified</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Gralton</p>

		communities and thoroughfares	Number of Public Order offenders case-managed	
		Increase the number of inspections on licensed premises in the Division	Number of licensed premises inspected	

## Goal 4 – Delivering a Professional Service

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

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
<p>Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources</p> <p>Restructure the organisation to best meet the challenges of criminal activity and public demands</p> <p>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</p> <p>Continue to enhance our organisation's performance and accountability systems</p>	<p>Implementation of predictive crime mapping and potential suspect identifier in the analysis of regional high impact crimes</p> <p>Implementation of the station rationalisation programme</p> <p>Number of training programs identified / delivered</p> <p>Improved performance and accountability across the region</p>	<p>Aggressively target high impact and property crime, by engaging the Analysis Service and Digital Pin Mapping to facilitate targeted operations and to enable early intervention and prevention of crime</p> <p>Maintain robust PAF meetings, operation Anvil, crime management meetings and Digital Pin Mapping to analyse, risk assess and manage effective resource deployment including financial management</p> <p>Constantly developing the knowledge and skills of members in all areas of policing</p> <p>Continued daily and weekly PAFs to enable the management of changing trends or demographics and to continually identify, prioritise, plan and implement improvements, where needed</p>	<p>Number of maps produced per Sector/District/Division</p> <p>Number of specialist Analyst reports requested</p> <p>Number of training courses completed</p> <p>Number of daily (District) and weekly PAFs in the Division</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Galton</p>

## Goal 4 – Delivering a Professional Service

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

Regional Initiatives	Regional Indicators	Divisional Initiatives	Divisional Indicators	Process Owners
Harness technology and information to generate efficiencies in the delivery of a policing service	<p>Optimal use of the Computer Aided Dispatch (CAD) System</p> <p>AVPLS implemented following pilot</p> <p>Increase number of vehicles registered on ANPR</p> <p>Evaluation completed by Q1 2013</p>	<p>Ensure all personnel log onto the Computer Aided Dispatch (CAD) system daily, to enable accurate information is available in relation to the number of personnel and the duties at all times</p> <p>Ensure the use of AVPLS is applied in compliance with the Policy and Procedures document and operated in accordance with the AVPLS manual</p> <p>Prosecutions of high profile criminals and their associates - ANPR system to continue to be updated to record all Anvil targets in the Division.</p> <p>Continuously update the number of vehicles registered on ANPR</p>	<p>Number of members logged onto the CAD system daily</p> <p>AVPLS implemented in the Division</p> <p>Number of members trained in ANPR</p>	<p>Superintendent Ward</p> <p>Superintendent Hynes</p> <p>Superintendent Galton</p>

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