



AN GARDA SÍOCHÁNA

# DMR South Central Divisional Policing Plan 2023

**“Keeping People Safe”**  
“Ag Coinneáil Daoine Sábháilte”



## Divisional Officer's Foreword

I am pleased to introduce the Annual Policing Plan 2023 for the D.M.R South Central Division. The plan is the second of three plans developed in support of An Garda Síochána's Strategy Statement 2022-2024. The plan reflects the goals and policing priorities outlined in the National Policing Plan (which emphasises Human Rights as a foundation for providing our Policing Service). The last twelve months has seen significant challenges in providing a policing service and adapting to operational trends following the global pandemic. Nevertheless, resilience remains strong and our commitment to deliver upon obligations continues.

An Garda Síochána is committed to our public service "positive duty obligations" under section 42 of the Irish Human Rights and Equality Act 2014. We will address these, in 2023, through initiatives relating to our diversity and inclusion strategy, domestic violence policy and, continue development of our Human Rights capacity.

In 2019, the DMR South Central Division was chosen to lead out a pilot initiative – the Divisional Policing Model, now retitled, "The Operating Model". The model sees fundamental changes to our structure, allowing for more Gardaí on frontline duties, improved investigations of crimes committed against vulnerable victims and dedicated community policing teams working with our communities.

In planning this document, we invited the views from a wide range of parties, both internal and external. Again, this year we will place our focus on the strategic pillars of Community, Tackling Crime & Preventive Policing, Victims & the Vulnerable, Protecting the Security of the Irish State, and Sustainable Change & Innovation. Further, we have set out how we will use enablers to facilitate reaching our milestones. Our approach is designed to improve our performance and processes and further develop our people, in this way we will build on our delivery of an effective Policing Service which is responsive to the needs of a modern and diverse community.

As we move forward in 2023, An Garda Síochána will be faced with many and varied challenges. We, in the D.M.R. South Central Division, will continue to build on what was achieved in the last strategic period, to ensure the provision of an effective, efficient and inclusive Policing Service. I would like to thank all the Garda members and staff, in the D.M.R. South Central, for their dedication and commitment in what has been a very challenging year. I look forward to the collective support, of all, in delivering upon our Mission of Keeping People Safe in 2023 and beyond.

*Tony O'Donnell,  
Chief Superintendent,*



## How to contact your Division – Always call 999 or 112 in an emergency

| Superintendents, and office contact   | Station                     | Opening Hours   | Telephone   |
|---|-----------------------------|-----------------|-------------|
| <p><b>DMR South Central Divisional Office</b></p> <p><b>Chief Superintendent Tony O'Donnell</b></p> <p>Kevin_Street_DV@garda.ie<br/>01-6669492</p>            | Kevin Street Garda Station  | 9:00am – 5:00pm | 01- 6669492 |
| <p><b>DMR South Central Crime</b></p> <p><b>Detective Superintendent Edward Carroll</b></p> <p>DMRSouthCentral.Crime@garda.ie<br/>01-6669412</p>              | Kevin Street Garda Station  | 9:00am – 5:00pm | 01-6669412  |
| <p><b>DMR South Central Community Engagement Kevin Street</b></p> <p><b>Superintendent Gary McPolin</b></p> <p>KevinStreet.CE@garda.ie<br/>01-6669482</p>     | Kevin Street Garda Station  | 9:00am – 5:00pm | 01-6669482  |
|   | Kilmainham Garda Station    | -               | 01-6669700  |
| <p><b>DMR South Central Community Engagement Pearse Street</b></p> <p><b>Superintendent Dermot McKenna</b></p> <p>PearseStreet.CE@garda.ie<br/>01-6669082</p> | Pearse Street Garda Station | 9:00am – 5:00pm | 01-6669082  |

Dublin Metropolitan Region, South Central  
Divisional Policing Plan 2023



|  |   |                 |            |
|--|---|-----------------|------------|
| <p><b>DMR South Central<br/>Community Engagement<br/>Donnybrook</b></p> <p><b>Superintendent Timothy Burke</b></p> <p>Donnybrook.CE@garda.ie<br/>01-6669282</p>                                    | Donnybrook<br>Garda Station                                   | 9:00am – 5:00pm | 01-6669282 |
|  | Irishtown Garda<br>Station                                    | -               | 01-6669600 |
| <p><b>DMR South Central<br/>Performance Assurance</b></p> <p><b>Superintendent Frank Ferry</b></p> <p>SC.PAFA@garda.ie</p>   | Kevin Street<br>Garda Station                                 | 9:00am – 5:00pm |            |
| <p><b>DMR South Central<br/>Business Services</b></p> <p><b>Assistant Principal Officer</b></p> <p>SC.Finance@garda.ie<br/>SC.Bservices@garda.ie<br/>SC.HRM@garda.ie<br/>SC.Logistics@garda.ie</p> | Pearse Street<br>Garda Station<br>(Finance)                   | 9:00am – 5:00pm | 01-6669073 |
|  | Pearse Street<br>Garda Station<br>(General<br>Administration) | 9:00am – 5:00pm | 01-6669335 |
|  | Pearse Street<br>Garda Station<br>(Human<br>Resources)        | 9:00am – 5:00pm | 01-6669335 |
|  | Kevin Street<br>(Logistics)                                   | 9:00am – 5:00pm | 01-6669457 |
| <p><b>Drug related intimidation</b> Inspector for the Division: Inspector Niall Gillooly – Kevin Street<br/>More information on the <a href="#">Garda website</a></p>                              |   |                 |            |

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Names of **Diversity officers** in the Division can be found below:  
More information on the [Garda website](#)

|    | Name              | Rank  | Station       |
|----|-------------------|-------|---------------|
| 1  | Deirdre Gately    | Garda | Donnybrook    |
| 2  | John Donnelly     | Garda | Pearse Street |
| 3  | Noeleen Byrne     | Garda | Pearse Street |
| 4  | Mark Duffy        | Garda | Kilmainham    |
| 5  | Mark Scanlan      | Garda | Pearse Street |
| 6  | Laura Duignan     | Garda | Donnybrook    |
| 7  | Debbie O'Sullivan | Garda | Kilmainham    |
| 8  | Niamh McCarthy    | Garda | Pearse Street |
| 9  | Cathal Kelly      | Garda | Pearse Street |
| 10 | James Keegan      | Garda | Pearse Street |
| 11 | Karl O'Reilly     | Garda | Kilmainham    |

**Crime Prevention** officer for the Division:

Garda Sean O'Sullivan, Pearse Street Garda Station, 016669000 or alternatively  
[DMRSouthCentral.Crime@garda.ie](mailto:DMRSouthCentral.Crime@garda.ie)



## 1. Community

Continue to strengthen connections with communities, working in partnership to keep people safe.

### National Targets

### Divisional Outcomes

**1.1** Working in partnership with the community to develop sustainable solutions to community concerns

**1.1** Strong relationships with the community through regular engagement with Joint Policing Committees and local policing fora.

**1.2** Deliver a policing service that recognises the diversity of the people we serve

**1.2** All members of local communities will feel equally represented at local policing fora and are comfortable among their peers in engaging with the wider community on issues, relating to and not relating to policing issues.

**1.3** Work in partnership with other agencies to combat the harm caused by drug dealing in communities

**1.3** Stronger relationships established with service users with view to building trust, to help with individuals reporting drug related intimidation.

## 1. Our Regular Work with the Community

| Work   | Method |
|--|--------|
| Community Policing Training                            |        |
| Garda Reserve utilisation                              |        |
| High standard of response to priority one calls        |        |
| Engaging with Diversity groups                         |        |
| Key Indicator  |        |
| Positive uptake in training & proactive response times |        |
| Coordinated assignment of reserve personnel            |        |

| Work   | Method |
|--|--------|
| Policing fora utilisation                    |        |
| Engaging with senior citizen groups          |        |
| Engaging with Homeless/rough sleepers groups |        |
| Cultural awareness and human rights training |        |
| Key Indicator                                |        |
| Specialist groupings feel engaged            |        |
| A work force that is aware of human rights   |        |



## 2. Tackling Crime & Preventative Policing

Proactively anticipating and addressing crime, including new and emerging crime trends, utilising effective information-led policing approaches.

### National Targets

**2.1** Deliver proactive, intelligence-led responses to volume crime to address current and emerging trends

**2.2** Continue to enhance our capacity to address fraud and cyber-enabled crimes

**2.3** Proactively disrupt Organised & Serious Crime in collaboration with national and international partners

### Divisional Outcomes

**2.1** The 'Operating Model' will be optimised to identify areas for efficiency and streamlining within each of the functional areas. By the end of the strategic period the Division will have streamlined as many process areas as possible.

**2.2** To have the expertise and skills among the Divisional Detective teams to be able to adjust and respond to new and emerging fraud and cyber-crime methods employed by criminals.

**2.3** Individuals notified by Gardaí as to a threat on their lives are informed and supported, as best possible, to make decisions in relation to their safety.

## 2. Our Regular Work and Service Standards

| Work  | Method | Work   | Method |
|---|--------|--|--------|
| Participate in National and Regional Operations                                     |        | Stay in contact with those in the Community who are under threat                         |        |
| Implement the Juvenile (JCM) & Adult (ACM) Case Management Processes                |        | Support National Units in the disruption of Organised Criminal gangs                     |        |
| Coordinate drug seizures and disrupt the activities of drug suppliers at all levels |        | Brief members in relation to crime prevention measures (that can be advised to victims). |        |
| Key Indicator   |        | Key Indicator  |        |
| Communicate Results of Targeted Operations  |        | Attend Regular Management Meetings   |        |
| Regular Meetings on Case Management   |        | Presentations to Probationer Gardaí by the Crime Prevention Officer                      |        |



### 3. Victims & the Vulnerable

Reducing harm by promoting and protecting the dignity and Human Rights of victims and all vulnerable persons interacting with An Garda Síochána.

#### National Targets

#### Divisional Outcomes

**3.1** Ensure all victims interacting with An Garda Síochána receive the appropriate service and supports with a particular focus on domestic, sexual and gender-based violence

**3.1** Repeat victims will be identified and supported through local structures. All victims will feel suitably supported so all victims will receive the similar policing outcomes.

**3.2** Embed a system of outcomes-based measurement for all crime types, in addition to standard statistical reporting of crime

**3.2** Geographical crime trends and repeat offenders will be identified, and the appropriate mitigations put in place.

**3.3** Promote and enforce responsible behaviour on our roads working in partnership with the Road Safety Authority and other partner agencies

**3.3** High visibility as well as cooperation with Regional plans will lead to safer roads for all road users in the Division.

### 3. Our Regular Work and Service Standards

| Work  | Method |
|---|--------|
| Recording interactions with victims and keeping them informed on investigations             |        |
| Listening to, and collaborative approaches with, Community partners to address local issues |        |
| Key Indicator   |        |
| Ongoing monitoring of the recording of Hate crime incidents                                 |        |
| Regular attendance at local fora meetings   |        |

| Work   | Method |
|--|--------|
| High visibility checkpoints & MIT & Lifesaver Operations |        |
| Key Indicator  |        |
| The establishment of regular planned checkpoints         |        |





## 4. Protecting the Security of the Irish State

Protecting the Security of the State and its people from terrorism and threats to its vital interests.

### National Targets

### Divisional Outcomes

**4.1** Ongoing implementation of the Security Service Development Plan strengthening the security and intelligence capability of An Garda Síochána

**4.1** A strong network of communication established and maintained to assist local managers in contributing to the development of the National plan.

**4.2** Ensuring preparedness for major emergencies through training, ongoing awareness building in An Garda Síochána and engagement in Major Emergency Management activities

**4.2** In the case of the activation of an emergency plan, Gardaí will have access to up to date relevant information and be in a position to respond in a structured, coordinated fashion.

**4.3** Conduct intelligence-led operations, working in partnership with domestic and international agencies to proactively identify and disrupt terrorism and the activities of hostile actors

**4.3** Relevant personnel will be informed on suspects living locally within the Division and be in a position to respond appropriately to an immediate threat.



## 5. Sustainable Change & Innovation

Inspiring and sustaining a culture of continuous improvement, enhancing innovation and responsiveness to change.

### National Targets

### Divisional Outcomes

**5.1** Enhance change capacity and capability in An Garda Síochána through the implementation of the change management capacity-building plan.

**5.1** The workforce will be readily adaptive to change and innovation and will submit proposals on improvements.

**5.2** Evolve towards a future state for An Garda Síochána, strengthening effectiveness, service delivery and realising our strategic objectives, underpinned by the vision of the Commission on the Future of Policing in Ireland.

**5.2** Members of the Division will show a willingness to test and experiment new ideas under the guidance of their supervisors.

**5.3** Build on existing sustainable practices in An Garda Síochána through the development of a Garda environmental sustainability plan aligned to the Government climate action plan.

**5.3** The successful integration of the Government's Climate Action Plan in a measurable and tangible way.



## Enabler 1: People & Purpose

An Garda Síochána values being a people focused Organisation

### National Targets

### Divisional Outcomes

**E1.1** Enhance our capacity to provide appropriate Human Resources, Training, Learning and Development supports, enabling our personnel to succeed in their role

**E1.1** A well-informed and up to date police service.

**E1.2** Further support our personnel through the implementation of health and wellbeing initiatives aligned to the principles of the Health and Wellbeing Strategy

**E1.2** All Garda personnel will be familiar with the individuals and contact details of internal supports in the Division.



## Enabler 2: Partnerships

Engage and sustain strategic, collaborative partnerships to continually strengthen our knowledge, service and effectiveness.

### National Targets

### Divisional Outcomes

**E2.1** Continue to work with partners to enhance our multi-disciplinary approaches

**E2.1** Members of local policing fora will be assured that they have a direct input on the policing response in their area.

**E2.2** Explore and develop opportunities for collaboration with specialists, universities, research hubs and internal and external thought leaders

**E2.2** Engaging in structures developed at National level to broaden consultation and improve preventative approaches throughout An Garda Síochána.



### Enabler 3: Engagement

Develop clear two-way communication and engagement through new and existing channels.

#### National Targets

#### Divisional Outcomes

**E3.1** Strengthen two-way engagement with national and local level partners, listening to and understanding the needs of our communities.

**E3.1** Any observations made and lessons learned from public attitude surveys will be considered by the Divisional management team.

**E3.2** Understand and respond to the results of An Garda Síochána Culture Audit

**E3.2** Learnings from the cultural audit will help enhance organisational behaviour within the Division.



### Enabler 4: Empowerment & Trust

Foster a culture of empowerment and trust, rooted in integrity and the protection of Human Rights.

#### National Targets

#### Divisional Outcomes

**E4.1** Promote and strengthen professional conduct amongst An Garda Síochána personnel, fostering a culture of empowerment and trust

**E4.1** Members will be skilled in the practice of making informed decisions and having human rights to their core.

**E4.2** Roll out of An Garda Síochána Organisational Operating Model

**E4.2** The successful implementation of the Operating Model with the appropriate specialisations in place to support frontline members.



## Enabler 5: Information-Led Policing

Cultivate an information-led service, using data and technology to drive efficiencies, effectiveness and decision-making.

### National Targets

### Divisional Outcomes

**E5.1** Enhance information-led policing through the implementation of the 2023 ICT Roadmap, advancing the realisation of our Data and Technology Vision

**E5.1** Mobility devices will be integrated into the Division.

**E5.2** Improve the consistency of our data by operationalising the data quality process, validated by an external review

**E5.2** Functional Area Managers will be well-informed prior to attending meetings, ensuring they provide a professional and competent face for the Organisation.










## Appendix: Public Attitude Survey

| Strategic Objectives   | Measures   |
|--|--|
| <p><b>Community -</b><br/>Continue to <b>strengthen connections</b> with communities, <b>working in partnership</b> to keep people safe</p>  | <ul style="list-style-type: none"> <li>• Proportion of respondents who report satisfaction with local Garda Service.</li> <li>• Proportion of respondents who perceive An Garda Síochána do not deal with things that matter in the community.</li> <li>• Proportion of respondents who state Gardaí in the area treat everyone fairly regardless of who they are.</li> <li>• Proportion of respondents who report An Garda Síochána listen to the concerns of local people.</li> <li>• Proportion of respondents who state the Gardaí would treat you with respect if you had contact with them for any reason.</li> <li>• Proportion of respondents who perceive An Garda Síochána as community focused.</li> </ul>  |
| <p><b>Tackling Crime &amp; Preventative Policing -</b><br/><b>Proactively anticipating</b> and addressing crime, including new <b>and emerging</b> crime trends, utilising effective information-led policing approaches</p>                                   | <ul style="list-style-type: none"> <li>• Proportion of respondents who perceive crime as a serious or very serious problem locally.</li> <li>• Proportion of respondents that worry they or anyone that lives with them may become a victim of cybercrime.</li> <li>• Proportion of respondents with fears about the level of crime in general.</li> <li>• Proportion of respondents for whom fear of crime has no impact on quality of life.</li> <li>• Proportion of respondents who are aware of Garda patrols.</li> <li>• Proportion of respondents who stated they were a victim of the same type of crime multiple time in the last 12 months.</li> <li>• Proportion of respondents who state An Garda Síochána is human-rights focused.</li> <li>• Proportion of respondents who perceive An Garda Síochána as effective in tackling crime.</li> <li>• Proportion of respondents who perceive Garda presence in their local area as about right.</li> <li>• Proportion of respondents who state the Gardaí in my area can be relied on to be there when you need them.</li> </ul> |
| <p><b>Victims &amp; the Vulnerable -</b><br/>Reducing harm by <b>promoting and protecting</b> the dignity and <b>Human Rights</b> of victims and all <b>vulnerable persons</b> interacting with An Garda Síochána</p>  | <ul style="list-style-type: none"> <li>• Proportion of victims who are quite satisfied or very satisfied with how An Garda Síochána handled their case.</li> <li>• Proportion of victims that reported their most recent crime experienced.</li> <li>• Proportion of respondents who stated for their most recent incident, Gardaí responded quickly when the incident was first reported.</li> <li>• Proportion of respondents who stated they were contacted by An Garda Síochána after their most recent incident was reported.</li> </ul>  |
| <p><b>Sustainable Change &amp; Innovation -</b><br/>Inspiring and sustaining a culture of <b>continuous improvement</b>, enhancing <b>innovation</b> and responsiveness to change</p>  | <ul style="list-style-type: none"> <li>• Proportion of respondents who perceive An Garda Síochána is modern and progressive.</li> </ul>  |
| <p><b>Enablers -</b></p> <ol style="list-style-type: none"> <li>1. <b>People &amp; Purpose</b></li> <li>2. <b>Partnerships</b></li> <li>3. <b>Engagement</b></li> <li>4. <b>Empowerment &amp; Trust</b></li> <li>5. <b>Information-Led Policing</b></li> </ol> | <ul style="list-style-type: none"> <li>• Proportion of respondents who state An Garda Síochána is well managed.</li> <li>• Proportion of respondents who agree or strongly agree that An Garda Síochána is representative of the diverse communities it serves.</li> <li>• Proportion of respondents who report having a medium to high trust in An Garda Síochána.</li> </ul>   |



Icon Bank

| Meaning   | Icon                      |
|---|---------------------------|
|    | Virtual meeting           |
|    | In person Meeting         |
|    | By phone                  |
|    | By email                  |
|    | By post                   |
|    | By radio                  |
|    | By television             |
|    | Through social media      |
|    | Media Campaigns           |
|    | Training                  |
|    | Through corporate systems |
|   | In person Gardaí          |
|  | Plain Clothes Gardaí      |
|  | CCTV                      |
|  | On foot                   |
|  | By bicycle                |
|  | With Cars                 |
|  | By Motorcycle             |
|  | On buses                  |
|  | On trains                 |

