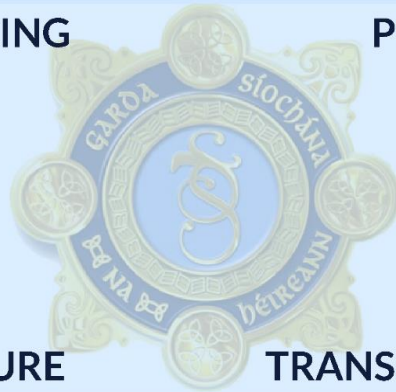


AN GARDA SÍOCHÁNA

OUR PEOPLE - OUR GREATEST RESOURCE

COMMUNITY
POLICING

PROTECTING
PEOPLE



A SECURE
IRELAND

TRANSFORMING
OUR SERVICE

A HUMAN RIGHTS FOUNDATION

KEEPING
PEOPLE SAFE

MISSION & STRATEGY 2019 - 2021

DMR South Central Divisional Policing Plan 2019

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An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe



Divisional Officer's Foreword

I am pleased to introduce the Annual Policing Plan 2019 for An Garda Síochána in the D.M.R (South Central) Division. This Plan reflects the goals and policing priorities that are agreed by the Minister for Justice and the Policing Authority. Our plan also reflects the priorities outlined in the National and Regional Policing Plan, and reflects our commitment to the local community.

We in the D.M.R. (South Central) Division are fully committed to working closely with our Stakeholders and pursuing our goals and objectives in an ethical and inclusive manner.

The areas on which we will focus in the coming year will build on what was achieved in 2018 through perseverance; through the use of intelligence led anti-crime operations and will involve a fluid and adaptable approach to identified Policing challenges.

The Community we serve is very important to us and we will strive to ensure the delivery of a fair, balanced, ethical and efficient Policing Service which I am confident will serve as a fine example of 21st Century European Policing.

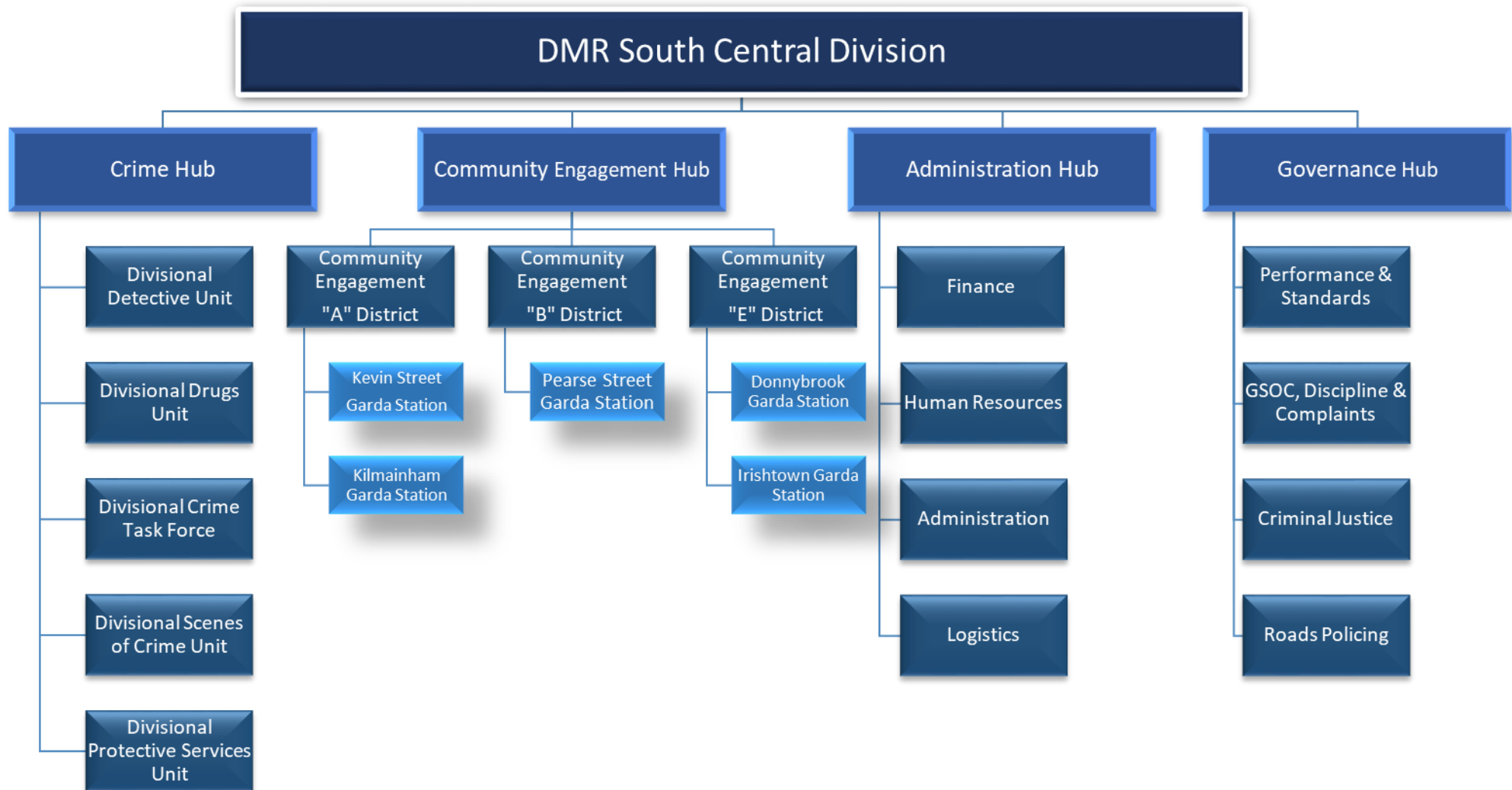
An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

While we recognise that An Garda Síochána faces many and varied challenges, we in the D.M.R. (South Central) Division will continue to refine and adapt our Operations to ensure the provision of an effective, efficient and inclusive Policing Service.

Lorraine Wheatley, Chief Superintendent

Our People & Organisation:

DMR South Central Divisional Organisation Chart:



DMR South Central - Divisional Policing Plan 2019

Hubs:	Superintendent/Assistant Principal Officer & Their Locations:	Areas of Responsibility:	Opening Hours:	Contact Information:
Divisional Office	Chief Superintendent Lorraine Wheatley Kevin Street Garda Station	DMR South Central Division	9.00am – 5.00pm	01-6669492 Kevin_Street_DV@Garda.ie
Crime Hub	Detective Superintendent Sean Campbell Kevin Street Garda Station	DMR South Central Division	9.00am – 5.00pm	01-6669412 DMRSouthCentral.Crime@Garda.ie
Community Engagement	Superintendent John Gordon, Kevin Street Garda Station	Kevin Street Garda Station Inspector Paul Maher	24 Hours - 7 Days	01-6669400 KevinStreet.CE@Garda.ie
		Kilmainham Garda Station Inspector Katherina Joyce	24 Hours - 7 Days	01-6669700 KevinStreet.CE@Garda.ie
Community Engagement	Superintendent Joseph Gannon, Pearse Street Garda Station	Pearse Street Garda Station Inspector Aidan Murphy	24 Hours - 7 Days	01-6669000 PearseStreet.CE@Garda.ie
Community Engagement	Superintendent Timothy Burke, Donnybrook Garda Station	Donnybrook Garda Station Inspector Conor O'Neill	24 Hours - 7 days. Station closed to public from 9.00pm - 7.00am	01-6669200 Donnybrook.CE@Garda.ie
		Irishtown Garda Station Inspector Gavin O'Reilly	24 Hours - 7 Days	01-6669600 Donnybrook.CE@Garda.ie
Governance	Superintendent Timothy Burke, Donnybrook Garda Station	Governance	9.00am - 5.00pm	01-6669416 DMRSouthCentral.GovernancePS @Garda.ie
Administration	Assistant Principal Officer Denise Mc Andrews, Pearse Street Garda Station	Logistics (Kevin Street)	9.00am - 5.00pm Monday - Friday	01-6669457 DMRSouthCentral.Logistics@Garda.ie
		Finance (Pearse Street)	9.00am - 5.00pm Monday - Friday	01-6669073 DMRSouthCentral.Finance@Garda.ie
		General Administration (Pearse Street)	9.00am - 5.00pm Monday - Friday	01-6669335 DMRSouthCentral.Administration @Garda.ie
		Human Resources (Pearse Street)	9.00am - 5.00pm Monday - Friday	01-6669335 DMRSouthCentral.HRM @Garda.ie

DMR South Central Division Personnel Resources:

Total Personnel for DMR South Central:	
Rank:	Total Number:
Chief Superintendent	1
Detective Superintendent	1
Superintendent	4
Detective Inspector	2
Inspector	17
Detective Sergeant	9
Sergeant	79
Detective Garda	51
Garda	589
Reserve Garda	33
Assistant Principal Officer	1
Higher Executive Officer	4
Executive Officer	11
Clerical Officer	100
Total:	902

Total Number of Sworn Members:	
Rank:	Total Number:
Chief Superintendent	1
Detective Superintendent	1
Superintendent	4
Detective Inspector	2
Inspector	17
Detective Sergeant	9
Sergeant	79
Detective Garda	51
Garda	589
TOTAL	753

Total Number of Garda Staff:	
Rank:	Total Number:
Assistant Principal Officer	1
Higher Executive Officer	4
Executive Officer	11
Clerical Officer	100

DMR South Central - Divisional Policing Plan 2019

Administration Hub:

Total Staffing Levels:	
Rank:	Total Number:
Assistant Principal Officer	1
Higher Executive Officer	3
Executive Officer	5
Clerical Officer	18

Finance:	
Rank:	Total Number:
Higher Executive Officer	1
Executive Officer	2
Clerical Officer	5

Human Resources:	
Rank:	Total Number:
Higher Executive Officer	1
Executive Officer	1
Clerical Officer	5

General Administration:	
Rank:	Total Number:
Executive Officer	1
Clerical Officer	7

Logistics Section:	
Rank:	Total Number:
Higher Executive Officer	1
Executive Officer	1
Clerical Officer	1

Crime Hub:

Total Staffing Levels:	
Rank:	Total Number:
Detective Superintendent	1
Detective Inspector	2
Inspector	2
Detective Sergeant	10
Sergeant	8
Detective Garda	59
Garda	87
Executive Officer	1
Clerical Officer	1

Divisional Detective Unit:			
Rank:	A District	B District	E District
Detective Inspector	1	1	1
Detective Sergeant	3	3	2
Sergeant	1	1	-
Detective Garda	18	19	11
Garda	3	8	4
Operation Pier:		Collator:	
Rank:	Total	Rank:	Total:
Sergeant	1	Garda	7
Garda	16		

Divisional Crime Task Force:	
Rank:	Total Number:
Sergeant	1
Garda	21
Divisional SOC:	
Rank:	Total
Sergeant	1
D/Garda	1
Garda	9

Divisional Protective Services:	
Rank:	Total Number:
Inspector	1
Detective Sergeant	2
Detective Garda	10
Administration Crime Hub:	
Rank:	Total Number:
Garda	2
Executive Officer	1
Clerical Officer	1

Divisional Drugs Unit:	
Rank:	Total Number:
Sergeant	2
Garda	13
Divisional Street Crime Unit:	
Rank:	Total Number:
Sergeant	1
Garda	13

DMR South Central - Divisional Policing Plan 2019

Governance Hub:

Total Staffing Levels:	
Rank:	Total Number:
Inspector	2
Sergeant	2
Garda	1
Executive Officer	1
Clerical Officer	1

Performance & Standards	
Rank:	Total Number:
Inspector	1
Sergeant	1
Garda	1
Executive Officer	1
Clerical Officer	1

GSOC & Complaints	
Rank:	Total Number:
Inspector	1
Sergeant	1

Community Engagement Hubs

Total Staffing Levels:	
Rank:	Total:
Superintendent	3
Inspector	11
Sergeant	50
Garda	372
Garda Reserve	33
Executive Officer	1
Clerical Officer	12

Ranks:	Community Engagement Hub "A" District:		Community Engagement Hub "B" District:	Community Engagement Hub "E" District:	
	Kevin Street:	Kilmainham:	Pearse Street:	Donnybrook:	Irishtown:
Superintendent	1	0	1	1	0
Inspector	3	1	5	1	1
Sergeant	13	8	19	6	4
Garda	74	40	177	50	31
Garda Reserve	5	4	14	5	5
Executive Officer:	1	0	0	0	0
Clerical Officer:	4	2	3	2	1

DMR South Central Resources:**Accommodation:**

Accommodation:	Location:	Contact No:
Kevin Street Garda Station	41 Kevin Street Upper, Dublin 8, D08PW26	01-6669400
Kilmainham Garda Station	High Road, Kilmainham, Dublin 8, D08PP92	01-6669700
Pearse Street Garda Station	1-6 Pearse Street, Dublin 2, D02W289	01-6669000
Donnybrook Garda Station	43 Donnybrook Road, Donnybrook, Dublin 4, D04XC78	01-6669200
Irishtown Garda Station	57A, Irishtown Road, Dublin 4, D04YE33	01-6669600

Vehicles:

Type of Vehicle:	Livery:	Number of Vehicles:
Car - Saloon / Hatchback/ Estate	Marked	15
Car - Saloon / Hatchback/ Estate	Unmarked	28
Van	Marked	12
Van	Unmarked	3
Mini Bus	N/A	1
Mountain Bike	N/A	19

The Community We Serve:

The DMR South Central Division lies on the south side of the River Liffey. The northern boundary of the Division runs along the river Liffey out into the river estuary in the east and as far as Bluebell at its westernmost point. The southernmost border of the Division runs along the southern border of University College Dublin and Fosters Avenue, Dublin 4. The DMR South Central Division comprises of three separate Community Engagement Hub Areas, which incorporate five Garda Stations – Community Engagement Hub, Kevin Street (Kevin Street and Kilmainham Garda Stations), Community Engagement Hub, Pearse Street (Pearse Street Garda Station) and Community Engagement Hub, Donnybrook (Donnybrook and Irishtown Garda Stations). The Divisional Headquarters has relocated to the newly built Kevin Street Garda Station.

The DMR South Central Division was chosen to take part in the pilot of the Divisional Policing Model, which commenced in early 2019. The main aims of the model are to oversee the replacement of the current District Model of Policing with a Divisional Model, where responsibilities will be allocated on a functional rather than a geographical basis, ensuring that close relationships with all communities are maintained and that there is uniformity in the standard of services delivered throughout the Division. The Divisional Policing Model Management Team is led by Chief Superintendent Lorraine Wheatley with the support of her Superintendents. Business supports such as Finance and Human Resources Hubs have been established and are operated by Garda Civilian Staff with appropriate expertise.

There are currently five Superintendents and an Assistant Principle Officer attached to the DMR South Central Division. Three of these Superintendents are in charge of the day to day running of the individual Community Engagement Hubs and are based at Kevin Street, Pearse Street and Donnybrook Garda Stations respectively. The Superintendent Donnybrook also has responsibility for Governance within the Division. A Detective Superintendent has responsibility for the Divisional Crime Hub, where all serious crimes are investigated. All plain clothes Gardaí operating within the Division fall under his remit. There is a Superintendent appointed to the Garda Communications Centre, Harcourt Square, Dublin 2, who has the responsibility for the day to day running of the Communication Centre. The Assistant Principal Officer, based at Pearse Street Garda Station, has responsibility for the running of the Finance, Human Resources and Administration Hubs.

All Community Policing Units in the Division has seen a large increase in personnel since the start of 2019. All areas in the Division have been broken into Community Policing sectors with a Community Garda been assigned to each one. The aim of this initiative is to build and sustain positive partnerships with all community stakeholders and develop close relationships with all communities. It will also provide a more visible Garda presence and reduce crime and fear of crime in our communities.

Community Engagement Hub, Kevin Street (Kevin Street & Kilmainham Garda Stations)

It is situated on the western side of the DMR South Central Division. The Community Engagement Hub Headquarters is located at Kevin Street Garda Station. The population of the area covered by the Community Engagement Hub, Kevin Street is approximately 96,000; a huge increase in recent years due to the growth in the construction industry and consists of a mixture of private owner occupier/rented accommodation and social housing. Over 23,000 people live within The Liberties, with the population of the area increasingly diverse and international. New residents to the area are increasing the opportunities for shops, cafes and services. The Kilmainham sub-District is made up of a mixture of business/industrial and residential. The residential makeup consists of a mixture of private owner occupier/rented accommodation and social housing. Places of interest include Irish War Memorial, the Irish Museum of Modern Art, Christchurch Cathedral, St Patricks Cathedral, Guinness Brewery and The Royal Hospital Kilmainham.

Community Engagement Hub, Pearse Street (Pearse Street Garda Station)

The area covered by the Community Engagement Hub, Pearse Street is situated on the south side of the Dublin City Centre and is comprised of one sub-District. The DMR Garda Headquarters is also located within the District. The area is bounded by the Liffey to the north, Community Engagement Hub, Kevin Street to the west, and the Community Engagement Hub, Donnybrook to the East and South. The Pearse Street sub-District is made up of a mixture of mostly business with some residential units. There is a heavy concentration of businesses in the eastern and southern portions of the sub-District. The residential makeup consists of a mixture of private owner occupier/rented accommodation. Social housing is provided mostly in the eastern half and is a mixture of flat and housing complexes. The area covered by the Community Engagement Hub, Pearse Street remains one of the busiest areas in the State. In excess of 10,000 crimes are recorded annually. This area hosts the largest concentration of licensed premises in the State and boasts the largest concentration of State Institutions of National significance despite the small geographical spread.

Community Engagement Hub, Donnybrook (Donnybrook and Irishtown Garda Stations)

The area covered by the Community Engagement Hub, Donnybrook is situated on the southeast side of the Dublin City Centre and is comprised of two sub-Districts: Donnybrook and Irishtown. The Community Engagement Hub headquarters is situated in Donnybrook Garda Station. The area covered by both Donnybrook and Irishtown Garda Stations is approx. 5 sq. kilometres. The Donnybrook sub-District is made up of a mixture of high end residential and business premises. The businesses are located in pockets of shops and restaurants around the sub-District. The residential areas consist of a mixture of private owner occupier/rented accommodation and some social housing. There are 1,794 persons claiming old age pension. The UCD Campus is a large (370 acres) complex with 2,700 resident students at UCD, Belfield and a further 22,000 external students attending educational courses at the facility and a staff of 5,000. Thirty three foreign embassies are located in the sub-District including high profile embassies such as the American, British and Turkish Embassies. St. Vincent's Hospital has an Emergency Department and covers a large part of South Dublin. The RDS Showground is situated in the sub-District which hosts concerts, matches, exhibitions and shows. RTÉ the National Broadcaster is also located in the sub-District. The Islamic Cultural Centre, Clonskeagh, which is the largest Mosque in the State is located in the Donnybrook sub-District.

Irishtown Garda Station is a relatively new having been opened in January 2009 on the site of the old station that was originally a Rectory House. The Irishtown sub-District is made up of a mixture of business/industrial (Docklands) and residential. The residential makeup consists of a mixture of private owner occupier/rented accommodation and social housing. The Irishtown sub-District has a cross-section of buildings and community ranging from Embassies and Ambassador's residences to old established residential communities that formerly serviced the docks area. The AVIVA Stadium is a 51,700 all seated stadium situated in the sub-District which hosts Irish Rugby and Irish soccer matches, concerts and conferences. The stadium is Ireland's first, and only, UEFA Elite Stadium.

Overview of the DMR South Central Division

The DMR South Central Division requires a significant policing presence particularly with the high density footfall in business areas, at tourist destinations and with the night-time social economy. There are a number of significant events that take place in the DMR (South Central) Division throughout the year. These events

DMR South Central - Divisional Policing Plan 2019

include, but are not limited to, festivals, sporting events, concerts, parades and protest demonstrations. Dublin City Centre is also the host to the majority of national events such as, the National St Patrick's Day parade (500,000+ visitors), The LGBT Dublin Pride parade, and the Dublin City Marathon. As the center of Government is located within the Division, there are daily protests at Government buildings ranging from lone issue/lone voice protestors up to 100,000+ national issues protests. A sample of some the events are outlined below:

St Patrick's Day – Festival & Parade

Women's Mini Marathon

Dublin Pride – Festival & Parade

A Taste of Dublin

Forbidden Fruit

VIP Visits

New Year's Eve Celebrations

Dublin Docklands Race

Dublin City Cycle

WellFest

Aviva Stadium

Protests

An overview of some of the influences affecting policing in the DMR South Central Division also include:

Government Offices:

Department of the Taoiseach

Department of Public Expenditure and Reform

Department of Agriculture, Food & the Marine

Department of Business, Enterprise and Innovation

Department of Justice & Equality

Department of Health

Department of Children and Youth

Day Time Economy:

Grafton Street – 80,000+ average

Dame Street Area

Westmoreland Street

Baggot Street

Sporting Events:

Aviva Stadium (51,700 seats)

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Department of Foreign Affairs and Trade
Department of Finance
Department of Transport, Tourism & Sport
Department of Arts, Heritage & Gaeltacht
Attorney General Office

RDS Arena (Leinster Rugby Grounds)
Richmond Park (St Patricks Athletic)
National Boxing Arena
Energia Park (Donnybrook Stadium)
UCD Sports Campus

Night – Time Economy:

Temple Bar
Grafton Quarter
Creative Quarter
Harcourt Street
Camden Street
Leeson Street
Aungiers Street

Social Issues:

Drug Treatment Centres:

- Merchants Quay Ireland
- City Clinic
- Newmarket Clinic
- Baggot Street Clinic
- Castle Street

Focus Ireland

Tourist Economy:

Trinity College / Book of Kells
National History Museum
National Gallery
National Library
National Archaeology Museum
National Wax Museum
St Stephens Green
Merrion Square
Christchurch Cathedral
Royal Hospital Kilmainham
Kilmainham Gaol
Guinness Store House
Teelings Distillery
St Patricks Cathedral
National War Memorial (Memorial Park)

Homeless Hostels

HSE Clinics

Grand Canal Docks:

Google

Facebook

Twitter

Linkedin

AirBnB

Bank of New York

State Street Bank

Byrne Wallace Law

Mc Cann Fitzgerald Solicitors

Bord Gais Theatre

Marker Hotel

Other High Profile Installations:

RTÉ Headquarters

American Embassy

British Embassy

Israeli Embassy

University College Dublin

Kevin Street / Aungier Street Institutes of Education

Heuston Station

St Vincent's Hospital, Elmpark







St James's Hospital

St Patrick's Hospital

Clonskeagh Hospital

1) Community Policing

Providing visible, responsive policing services tailored to community needs

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Perception of crime as a very serious or serious problem		Satisfaction with AGS. We listen to and respond to community concerns		Perception that AGS treats all people equally	
Garda visibility		Perception that An Garda Síochána is helpful & community focussed		Perception that An Garda Síochána is managing crime locally	

1.1 Engaging with Communities (Inc. JPC Engagement)

Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc) and other fora to identify local community needs and to ensure appropriate policing responses.

Activities	Outcomes
<p>Attendance of Divisional Officer at all JPC meetings to identify and address the needs and policing priorities of the community.</p> <p>Regular attendance of appointed Divisional Inspectors at Local Policing Fora and Drugs and Alcohol Task Forces.</p> <p>Review and increase personnel assigned to District Community Policing Units to allow continued engagement with local safety groups, participation in local community initiatives and to maximise high visibility beats in their assigned areas.</p> <p>Continued engagement of appointed Liaison Gardaí with universities and colleges to promote Campus Watch Programmes and Crime Prevention Days.</p> <p>Continued engagement of appointed Liaison Gardaí with hospitals to promote Hospital Watch Programmes and Crime Prevention Days.</p>	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> Listens and responds to community concerns. Increased trust and public confidence. Increased perception that An Garda Síochána treats people equally. Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Helpful & Community focussed. Managing crime locally and nationally. Reduced fear of crime and increased feelings of safety. Increased visibility.

DMR South Central - Divisional Policing Plan 2019

<p>Maintain regular engagement between Divisional Community Gardaí and local community initiatives such as TAG and late night leagues.</p> <p>Each District Officer will hold one Open Day to raise awareness of services provided by An Garda Síochána and to promote crime prevention advice.</p> <p>Maintain engagement between major public transport providers such as Irish Rail, Viola and Dublin Bus to ensure all security and safety concerns are met for both staff and customers.</p>	
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1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<p>Mapping Districts into priority policing sectors and allocating community beats to increase visibility and to enhance public confidence.</p> <p>Each District Officer to utilise Operation Crossover to maximise foot patrols for increased daytime visibility in predetermined areas.</p> <p>Divisional Public Order Inspector to deploy public order units at weekends in order to police the night time economy and major events across the DMR South Central.</p> <p>With the support of crime analysis services, community groups and local authorities identify anti social behaviour and public order hotspots and implement high visibility operations to take appropriate action.</p> <p>Community Engagement Superintendent Pearse Street to utilise Operation Pier in targeted patrols of City Centre. Community Engagement Superintendent Kevin Street to utilise Operation Sorn in targeted patrols of Merchants Quay and other highlighted hotspots.</p> <p>Ensure each Superintendent liaises with strategic partners such as Dublin City Council, Local Vintners Association and Dublin Fire Brigade in the development of operational plans for the policing of annual</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: - Listens and responds to community concerns. • Increased trust and public confidence. • Increased perception that An Garda Síochána treats people equally. • Improve perception of An Garda Síochána as: - <ul style="list-style-type: none"> - Helpful & Community focussed. - Managing crime locally & nationally. • Reduced fear of crime and increased feelings of safety. • Increased visibility.

DMR South Central - Divisional Policing Plan 2019

festivities such as Halloween (Operation Trombola) and Christmas (Retail Safety Day, Operation Open City).

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)

Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.

Activities	Outcomes
<p>Appointed Liaison Gardaí to hold regular Garda clinics at local Mosques and other religious institutions within the Division in line with the Garda Diversity and Inclusion Strategy.</p> <p>Liaise with and provide support to external advocacy groups such as Rhuama, The Islamic Cultural Centre, Belong to Youth Service, The Irish Traveller Movement and the Irish Tourist Assistance Service.</p> <p>Community Engagement Superintendents to continue active participation in the Cold Weather Initiative and ensure engagement with rough sleepers, the elderly and vulnerable people.</p> <p>Review and if required, organise the training and appointment of additional Ethnic Liaison Officers, to improve engagement with ethnic minority groups.</p> <p>The implementation of initiatives by District Community Policing Units to establish and improve engagement with organisations who represent vulnerable groups, such as the elderly and the homeless. Such initiatives include the 'A' District annual old folk's party and the Knights of St Columbanus Christmas Day Dinner.</p>	<ul style="list-style-type: none"> Increased confidence and trust in An Garda Síochána from within minority groups. Increased visibility and accessibility of An Garda Síochána to minority and vulnerable groups. Increased number of Gardaí trained as Ethnic Liaison Officers. Improved perception of An Garda Síochána as helpful and community focussed organisation. Reduced fear of crime and increase feelings of safety within minority and vulnerable groups.

1.4 Children and Young People

Engage with and support young people, providing guidance to keep them safe

Activities	Outcomes
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DMR South Central - Divisional Policing Plan 2019

<p>All Community Gardaí within the Division to be trained in the Schools Programme with a view to maximising the number of schools participating in the programme.</p> <p>Continue to support and participate in the transition year project to promote the openness and accessibility of the organisation to young people.</p> <p>Continued involvement in CYPSC (Children and Young Persons Services Committee – South Central City) meetings. Ensuring that An Garda Síochána is represented at all meetings and engagements.</p> <p>Improve engagement with young people within the Division through our continued support of the Police And Community Engagement (PACE) project that includes the Teenagers & Gardaí (TAG) program and Late Night Leagues.</p> <p>Continued engagement by Juvenile Liaison Officers, an appointed Divisional Inspector and Community Policing Units in the Division's Garda Youth Diversion Projects (GYDPs) : DÁN Project, Liberties Project (YIS) and the KRIB project to divert young people from becoming involved in anti-social or criminal behaviour</p> <p>Establish the Divisional Garda Youth Awards with the support of local youth groups and agencies, GYDPs and Schools and hold in conjunction with the National Garda Youth Awards.</p>	<ul style="list-style-type: none"> • Increased number of Gardaí trained in the Garda Schools Programme. • Increased participation in the Schools Programme. • Ensuring young people are diverted away from anti social behaviour and crime. • Increased perception that An Garda Síochána listens to and responds to the concerns of young people. • Increased trust amongst young people. • Increased perception that An Garda Síochána treats people equally. • Improved perception of An Garda Síochána as a helpful and community focussed organisation.
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1.5 National Drug and Alcohol Strategy	
Continued engagement with local drugs initiatives and ensuring a public health and safety approach.	
Activities	Outcomes
<p>Continued engagement of appointed Divisional Inspectors with local Drug and Alcohol Task Forces (DATFs) in support of the National Drugs and Alcohol Strategy.</p> <p>Appoint an Inspector to actively engage with Merchants Quay Ireland and to provide assistance in upcoming initiatives.</p>	<ul style="list-style-type: none"> • Increased satisfaction that An Garda Síochána listens to and responds to community concerns. • Improved perception of An Garda Síochána as being helpful and understanding of the harm caused to families and communities by

DMR South Central - Divisional Policing Plan 2019

Establishment of test purchasing operations in each of the Community Engagement Hubs to combat underage drinking with a particular focus on festival and holiday periods such as Halloween and St Patrick's Day.

In conjunction with Community Policing Units, the Divisional Drugs Unit to provide presentations to schools and third level institutions, increasing awareness of the dangers of drug use and providing related personal safety advice.

Appointment of a Divisional Inspector to provide advice, guidance and support to victims of drug related intimidation and their families.

substance abuse.

- That increased feeling of safety within local communities.
- A reduction in the risk of drug related crime.

2) Protecting People

Protecting people from crime and from injury on our roads

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and respond to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)

A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes

Activities	Outcomes
<p>The delivery of a consistent and professional approach to the investigation of special crime types such as Sexual Crime, Human Trafficking, Child Abuse and Domestic Abuse with the establishment of specially trained units such as the Divisional Protective Services Unit (DPSU).</p> <p>Divisional Officer will disseminate an 'Aide Memoire' on crime investigation to all Garda personnel.</p> <p>Regular Crime Co-ordination and Review Conferences will be held at Divisional and District levels to review crime trends and criminal activity and agree on action plans.</p> <p>Continued engagement with regional crime management structures to review regional crime trends and sex</p>	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána. Increased trust. Increased perception that An Garda Síochána treats people equally. Improved perception of An Garda Síochána as managing crime locally and nationally. Reduced fear of crime and increase feelings of safety.

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<p>offender management.</p> <p>Community Engagement and Crime Superintendents will conduct a strategic review of crime incidents and investigations to ensure a consistent, professional investigation process utilising the Performance and Accountability Framework.</p> <p>Increase the rate of detection of serious crime such as assaults, robberies, burglaries through proactive policing, intelligence gathering, use of technology and forensic examination in line with An Garda Síochána's Detection Improvement Plan.</p> <p>The appointment of a Senior Investigating Officer to all serious crime incidents and critical incidents to coordinate investigations.</p> <p>Utilise the Garda Crime Analysis Service to identify crime patterns and trends within the Division and implement high visibility and plain clothes policing operations on targeted hotspot areas to reduce and prevent burglaries, robberies and theft from vehicles.</p> <p>Community Engagement and Crime Superintendents to implement National Assault Reduction Plan initiatives to prevent incidents of assault and improve investigations.</p>	<ul style="list-style-type: none">• Enhance community safety.• Reduction of serious crime in identified areas.• Delivery of a specialised approach to the investigation of special crime types.
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<p>Implement National Crime Prevention & Reduction Strategy initiatives as communicated by the Centre for European Policy Studies (CEPS).</p> <p>Divisional Officer will hold a local partnership meeting with business and community stakeholders such as retailers and vintners.</p> <p>Support the crime prevention strategy by ensuring the services of the Divisional Crime Prevention Officer is offered to local businesses and organisations to help prevent and reduce crime.</p> <p>Each Community Engagement Hub will implement crime prevention initiatives, in conjunction with community safety weeks, providing crime prevention advice to both business and community forums, including: -</p> <ul style="list-style-type: none"> - Crime Prevention initiatives at all high profile events held within the Division such as The Dublin Horse Show, The Young Scientist Exhibition. - Assigned Garda liaison officers and Community Gardaí, in collaboration with the Divisional Crime Prevention Officer, will deliver crime prevention advice to all universities/colleges, hospitals and transport hubs in the Division, tailored to meet their complex and varied security needs. <p>Continued engagement with DCC, JPCs and Local Policing Forums to increase our awareness of local crime problems and to determine an appropriate response.</p> <p>In partnership with the community and external stakeholders implement high visibility patrols such as Operation Sorn and Operation Pier to tackle specific crime problems.</p> <p>Utilisation of 'days of action' initiatives to target specific crimes such as burglaries, robberies and thefts.</p> <p>Operation Thor will continue to target property related offences with a particular emphasis on burglaries and repeat offenders in line with Garda Policy.</p>	<ul style="list-style-type: none"> • Increased crime prevention capacity within the Division. • Reduced fear of crime and increased feelings of safety within the community. • A reduction in crime. • Enhanced community safety. • Increased satisfaction with An Garda Síochána; listening and responding to community concerns. • Increased trust. • Increased perception that An Garda Síochána treats people equally. • Increased visibility. • Improved perception of An Garda Síochána as helpful and community focussed. • Improved perception of An Garda Síochána as managing crime locally and nationally.

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<p>Maintain the Divisional Drugs Unit to target the sale and supply of controlled drugs across the Division.</p> <p>Using Intelligence led operations, implement high visibility and plain clothes proactive policing patrols to increase drug seizures, reduce drug activity and prevent drug related harm.</p>	<ul style="list-style-type: none"> • Increase in the detection of drug related offences. • Reduction in drug related crime. • Improved perception of An Garda Síochána as managing crime locally. • Increased feelings of safety. • Increased satisfaction with An Garda Síochána as responding to community concerns. • Increased visibility.

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
Effective targeting, intelligence gathering and interdiction of OCG members living and operating within the Division	
Activities	Outcomes
	<ul style="list-style-type: none"> • Increased detection of serious crime offences. • Improved perception of An Garda Síochána as managing crime locally and nationally. • Disruption of organised crime operations.

- Increased seizures of proceeds of crime.
- Increased number of briefings

2.5 Criminal Intelligence (Including CHIS)

Maximise the gathering, analysis and use of criminal intelligence to tackle crime

Activities

Outcomes

- Improvement in the volume and quality of intelligence available.
- Increase intelligence led policing capacity.
- Reduction and prevention of crime.

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)

A reduction in offending through the effective implementation of SAOR and Child Diversion policies

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Activities	Outcomes
<p>Effective use of offender case management systems on repeat offenders in line with Garda Policy and the Strategic Approach to Offender Recidivism (SAOR) to ensure a co-ordinated approach to investigations and prosecutions of prolific offenders. This includes continued engagement with the Joint Agency Response to Crime Initiative (JARC).</p> <p>Detective Superintendent will review and put processes in place to ensure the effective monitoring of bail conditions to ensure that active and prolific criminals are arrested and brought before the Courts for breaches of their bail conditions.</p> <p>District Warrant Officers to liaise with Court Services to ensure warrants are issued and to expedite their execution.</p> <p>Criminal Intelligence Officers consistently update and circulate profiles of active criminals to increase awareness within the Division of prolific offenders.</p>	<ul style="list-style-type: none"> • Reduced recidivism. • Reduced fear of crime and increase feelings of safety. • Improvement in the management of repeat offenders. • Improved perception of An Garda Síochána as managing crime locally and nationally.

2.7 Victim Support
Providing a responsive service to victims of crime, keeping all victims up to date on investigations, while complying with both Garda victims policy and the Victims Act

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Activities	Outcomes
<p>The Divisional Garda Victim Support Office (GVSO) will continue to be a central co-ordination point of contact within the Division to improve existing communications and services to victims of crime in line with Garda Policy and the Victims Charter.</p> <p>Each District will increase the percentage of completed victim assessments that are made within 3 days of reporting from 78% to 85%.</p> <p>The GVSO and Investigators will foster a victim centred approach to all investigations, providing regular updates to victims of crime and recording all communication in the victim engagement tab.</p>	<ul style="list-style-type: none"> • Victim assessments will be completed within 3 days of reporting for 85% of incidents. • Increased victim engagement and satisfaction. • Full compliance with the Victims Charter and EU Directive on Victims Rights. • Increased trust and perception that An Garda Síochána place victims at the heart of the Garda Service.

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<p>Ongoing review of all missing person incidents by Community Engagement Superintendents in each District.</p> <p>Implement a standardised approach to the management of missing person reports ensuring a consistency in the quality of the investigation and continuity across shift changes in line with Garda Policy.</p> <p>Develop a problem solving approach to missing person reports, particularly missing children from care by improving co-ordination with outside agencies. This includes fostering good working relationships with external agencies such as TUSLA and Care Homes.</p> <p>Appointment of a Liaison Garda from the Divisional Child Protection Office to oversee all missing children from care reports and strengthen communication channels between An Garda Síochána and external stakeholders.</p>	<ul style="list-style-type: none"> • All missing person incidents reviewed by District Officers within permitted timeframes. • Improvement in the recording, management and investigation of all missing persons reports, within the Division. • Garda Policy & HQ Directives implemented – guidance document. • Good working relationships with external stakeholders including TUSLA, Care Home Managers maintained.

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<p>In-person victim call backs will be made to a minimum of 40% of domestic abuse cases within 7 days of original incident. These visits will be recorded on the victim engagement screen.</p> <p>Promote an awareness of Domestic Abuse Intervention Policy and all new legislation to all Divisional personnel.</p> <p>Ensure the appointment of a Domestic Abuse Liaison Sergeant in each Community Engagement Hub to act as a consistent point of contact with external support agencies (Women's Aid, Sonas, Inchicore Outreach) and to offer practical support to victims of Domestic Abuse.</p> <p>Ensure each Domestic Violence Victim will receive the following services:</p> <ul style="list-style-type: none"> - Contact by Victim Service Office. - Risk Assessment by District Officer. - Personal Safety and Crime Prevention Advice. 	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences. • Improved support for potential victims in all Domestic Violence incident. • Increased feelings of safety and trust in An Garda Síochána amongst victims of Domestic Abuse. • In person call backs provided to a minimum of 40% of victims of Domestic Abuse within 7 days. • All in person call-backs recorded on the victim engagement screen ensuring reliability of data.

2.10 Sexual Offences
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation

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Activities	Outcomes
<p>Establishment of a Divisional Services Unit to ensure the best possible service to victims of sexual crime by:</p> <ul style="list-style-type: none"> - Providing a consistent and professional approach to the investigation of crime involving victims of sexual assault, with the support and guidance of the Garda National Protective Services Bureau. - Ensuring the most appropriate investigative resources are assigned to every case at the earliest opportunity. - Providing DPSU personnel with training to develop their investigative and administrative skills in sexual offences. - DPSU Inspector will carry out an assessment of all sexual offences to ensure the correct investigative resources will be assigned to every case. - Providing guidance and support to Divisional Personnel on the investigation of sexual offences. 	<ul style="list-style-type: none"> • Improvement in levels of reporting and detection rates. • Ensuring the best possible service to victims of sexual crime. • Improvement in personnel skills in sexual offence investigation. • Increased trust and satisfaction with An Garda Síochána. • Increased perception that An Garda Síochána treats people equally. • Improved perception that An Garda Síochána manages crime locally & nationally. • Reduced fear of crime and increased feelings of safety.

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<p>Develop a co-ordinated approach between both Regional and Divisional Roads Policing Units to ensure an increased level of detection in life saver offences such as speeding, seatbelts, mobile phones and driving while intoxicated.</p> <p>Increase MIT breath tests performed and ensure the accurate and timely recording of all checkpoints and tests conducted.</p> <p>Implement National Roads Policing Operations Plan and ensure all members are fully briefed on the occurrence and scope of each operation.</p>	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries. • Increased satisfaction with An Garda Síochána. • Increased visibility. • Detections of lifesaver offences increased.

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Ensure a co-ordinated and appropriate support is provided for the investigation of all serious road traffic incidents.	<ul style="list-style-type: none"> • Increase in the number of MIT breath tests performed. • Improvement in the recording of MIT checkpoints and FCPNs.
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2.12 Road Safety Education & Awareness	
Promote Road Safety through education and awareness	
Activities	Outcomes
<p>Incorporation of Road Safety Education into the schools programmes and other community awareness opportunities.</p> <p>Information and educational stalls to be present at large events being held within the Division such as The Irish Motorbike Show and The Dublin Horse Show.</p> <p>Establishment of Multi Agency Vehicle checkpoints to be conducted on major routes within the Division to raise awareness of, combat and detect specific offences.</p>	<ul style="list-style-type: none"> • Develop good working relationships with external stakeholders such as Customs, Revenue, Road Safety Authority, Department of Social Protection and the Taxi Regulator. • Increased awareness of Road Safety among young people. • Increased satisfaction with An Garda Síochána by responding to community concerns. • Improved perception of An Garda Síochána as managing crime locally & nationally. • Increased Garda visibility.

2.13 FCPNs
Effective management of FCPN processes within the Division

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Activities	Outcomes
<p>A reduction in the delay of the recording of Fixed Charged Penalty Notices to less than 16 days from the date of the offence.</p> <p>Ensuring all personnel commit to the accurate and timely recording of MIT checkpoints and FCPN's.</p> <p>Ensure all summons applications relating to the non payment of FCPN's are created in a timely manner.</p>	<ul style="list-style-type: none"> • All FCN notices forwarded for processing to the FCPO as soon as possible • Improvement in the accurate recording of MIT checkpoints and FCPNs. • Increased trust and satisfaction with An Garda Síochána. • Improved perception of An Garda Síochána as effectively managing the enforcement of Road Traffic legislation. • Increase in road traffic detections. • Increase in road safety.

2.14 Event Management	
Ensuring the success of major events and the safety of those who attend.	
Activities	Outcomes
<p>Establish a standardised approach to all operational plans for all major events within the Division to ensure all perceived risks are mitigated.</p> <p>Improve Divisional capability to effectively and safely manage major events through continuous engagement and dialogue with Dublin City Council and event management agencies.</p> <p>Ensure post event internal debriefs are held to ensure that a lessons learned approach is established in the</p>	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána through an effective and professional approach to event management. • Increased trust in An Garda Síochána to safely manage major events.

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<p>management of all major events.</p> <p>Encourage post event reviews from external stakeholders, members of the public and Gardaí utilising feedback for future event planning.</p>	<ul style="list-style-type: none">• Increased visibility.
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3) A Secure Ireland

Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Crime Detections	↑	A Secure State	↑	Fear of crime	↓
Perception that An Garda Síochána is managing crime nationally	↑	Perception of crime as a very serious or serious problem	↓		




3.1 Local Subversive Targets	
Targeting, intelligence gathering and interdiction of subversives living and operating within the Division	
Activities	Outcomes
	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as managing crime nationally. Increased ability to police and disrupt the activities of subversives living or operating in the Division. Promote increased feelings of safety to those vulnerable to subversive activity.

3.2 Major Emergency Management	
Providing co-ordinated and effective response capabilities to Major Emergencies	
Activities	Outcomes
	<ul style="list-style-type: none"> • Improved capability to manage any major emergency. • All personnel are aware of their roles and responsibilities on the declaration of a major emergency. • Improved perception that An Garda Síochána is well prepared for potential major emergencies. • Improved perception of An Garda Síochána as focussed on the safety of the public.

4) Transforming Our Service

Providing consistent, efficient and effective policing services

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	
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4.1 Inspection and Review

Inspections will be conducted on a quarterly basis, evaluating performance at operational, administrative and management level in compliance with HQ Directive 59/2014

Activities	Outcomes
<p>Quarterly Inspection and Reviews will be conducted at both Divisional and District level in line with Garda Policy to evaluate and facilitate effective performance at operational, administrative and management level.</p> <p>Liaise with Garda Professional Standards Unit to ensure that Divisional Management and support staff are adequately trained to conduct all inspections.</p>	<ul style="list-style-type: none"> • Increased compliance. • Increased trust. • Increased perception that An Garda Síochána is well managed. • Better management of risk.

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4.2 Risk Management	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives	
Activities	Outcomes
<p>Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders.</p> <p>Undertake a review of the risk register in line with the development and evaluation of the Annual Policing Plan.</p> <p>Utilise organisational supports to add value to Divisional Risk Management.</p> <p>Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</p>	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed. Increased trust. Improved perception of An Garda Síochána as managing risk effectively.

4.3 Financial Management	
Effective management of all spending within the Division, ensuring policing services are delivered within budget	
Activities	Outcomes
<p>Ensure the ongoing, dynamic management of all budgets within the Division.</p> <p>Review financial reports on an ongoing basis with a focus on enhancing cost control measures (Overtime, Travel and Subsistence and other non-pay related costs).</p> <p>Continual review of towing contract management and procurement processes to ensure the best available cost value is obtained.</p>	<ul style="list-style-type: none"> Increased perception that An Garda Síochána is well managed. Increased trust. Increased financial accountability and transparency. Delivery of more cost effective procurement processes.

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4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<p>Superintendent Governance will carry out periodic reviews on incidents such as Domestic Violence, Attention & Complaints, Missing Persons, FCPN applications and Victim Assessment completion to ensure compliance with Garda Policy.</p> <p>Identify any areas of non-compliance with Garda Policy relating to data quality and develop mitigating actions for Divisional Management.</p> <p>Conduct ongoing reviews of recorded incidents ensuring their correct categorisation.</p> <p>Ensure continued compliance with General Data Protection Regulations. (GDPR)</p>	<ul style="list-style-type: none"> Increased trust in data quality produced by An Garda Síochána. Increased perception that An Garda Síochána is well managed. Enhanced Data Quality. Full compliance with GDPR.



4.5 Change Projects	
Commitment to modernisation and transformation initiatives to meet current and future challenges within the Division	
Activities	Outcomes
<p>Monitor and review the performance of the Divisional Policing Model currently being piloted within the Division.</p> <p>Actively support the planning and implementation of the Garda Modernisation Renewal Programme (such as CAD and ECM) and the Report on the Future of Policing in Ireland within the Division.</p> <p>Communicate and commence training in Change Projects with in the Division.</p>	<ul style="list-style-type: none"> Increase perception that An Garda Síochána is committed to modernisation. Embrace new systems to improve report capabilities and the management of services to the public. Development of a safe and secure system to store and maintain all Electronic Data.

4.6 Estate Management / Station Upkeep	
Ensure all accommodation and resources are maintained to the highest standard	
Activities	Outcomes
<p>Review conducted of each station within the Division to identify all obsolete material which can be disposed of securely (such as historical documents and equipment).</p> <p>Centralisation of the upkeep and maintenance of all stations within the Divisional Logistics Section.</p>	<ul style="list-style-type: none"> Enhanced working environment. Improved perception of An Garda Síochána as well managed. Centralisation of logistics creating efficiencies.

5) Our People: Our Greatest Resource

Engage, support and listen to our people, providing continuous professional development

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Employee engagement		Employee wellness		Absence	
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5.1 Engagement, PALF and front line briefing

Effective engagement between managers and personnel, through unit briefings, PALF and other engagement opportunities

Activities	Outcomes
<p>All members to receive training in the PALF process to develop competence in the performance management system.</p> <p>Supervisors to manage the PALF process throughout the year and ensure set targets and goals are achieved to improve performance across the Division.</p> <p>Visible presence of senior management at briefings throughout the year to provide leadership and direction on key organisational issues.</p> <p>Streamlining of front line briefing (PAF) documents to ensure that continuous and quality information is delivered to front line members from Garda management.</p> <p>Utilising PALF to enhance organisational performance and implementation of the District Policing Plan.</p>	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed. • Increased trust. • Deliver a more visible leadership to front line Gardaí. • Delivery of an effective performance management system. • More open and direct line of communication between management and front line Gardaí.

5.2 Health and Safety Compliance & Promotion

To provide a safe and positive work environment

Activities	Outcomes
<p>Raise member's awareness regarding 6 C's first responders safety principles.</p> <p>Assess Health and Safety training needs and deliver required training.</p> <p>Undertake a review of all safety statements to ensure compliance with Garda Policy.</p> <p>Promote good health and safety practices across the Division.</p> <p>Incorporate special events in line with Mental Health Awareness week.</p> <p>Increase the number of trained Peer Supporters and create awareness of welfare supports.</p>	<ul style="list-style-type: none"> Increased perception that An Garda Síochána treats people equally. Create a safe and positive work environment. Reinforces An Garda Síochána's commitment to Garda member welfare.

5.3 Absence Management and Employee Wellness

Investing in the physical and mental wellness of our people

Activities	Outcomes
<p>Appoint a wellness champion with responsibility for promoting health and wellness initiatives within the Division.</p> <p>Introduce health and wellness initiatives.</p> <p>Promote the accessibility of the Employee Assistance Service.</p> <p>Conduct a review on absence management within the Division to ensure compliance with existing absence management policy, HQ Directive 139/10.</p>	<ul style="list-style-type: none"> Increased satisfaction with An Garda Síochána responding to employee wellness needs. Increased perception amongst members that An Garda Síochána is committed to Garda member Welfare.

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5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties (Work Force Planning 2020)	
Activities	Outcomes
<p>In the DMR South Central each Superintendent will support the civilianisation project in reducing the number of Gardaí in administrative positions within each Hub.</p> <p>Continue to reallocate Garda personnel in administrative positions on arrival of replacement civilian Garda staff to the Division.</p>	<ul style="list-style-type: none"> Increased Garda visibility. Increased perception that An Garda Síochána treats all staff equally. Reduced fear of crime and an increase feelings of safety due to an increase in front line capabilities.

5.5 Garda Reserve Utilisation	
Ensuring the effective and efficient use of Garda Reserve members	
Activities	Outcomes
<p>Effectively manage the utilisation of Garda Reserve members by :</p> <ul style="list-style-type: none"> - Appointing a Divisional Inspector to liaise with Garda Reserve members. - Develop a Garda Reserve database. - Hold an information seminar for all Garda Reserves. - Ensure the utilisation of Garda Reserve members at major events and policing operations. 	<ul style="list-style-type: none"> Increased number of Garda Reserve deployments in the Division Each Garda Reserve attached to DMR South Central Division to have completed required hours of duty. Effective management of Garda Reserve members within the Division. Increased perception that An Garda Síochána is an open and accessible organisation.

5.6 Training Initiatives	
Ensuring the continuous development of Garda members and effective utilisation of their competencies	
Activities	Outcomes
<p>Ensure a skills database is compiled on each member of An Garda Síochána within the Division in order to ensure all skills and training are utilised effectively.</p> <p>Full (100%) completion of online youth referral e-learning course achieving increased levels of expertise in the relevant systems and processes.</p> <p>Review the system for delivering CPD training across the Division and identify possible areas for development to improve the effectiveness of the training provided.</p>	<ul style="list-style-type: none"> • More effective deployment of trained personnel to suitable positions. • A better skilled workforce. • More effective delivery of training to all personnel.

5.7 Reducing Complaints / GSOC Local initiative	
Reduce the number of complaints being made in the Division	
Activities	Outcomes
<p>Appointment of Divisional Inspector as liaison with Garda Síochána Ombudsman Commission (GSOC) as part of the GSOC local initiative to expediently deal with service level issues locally.</p> <p>Establishment of a Divisional GSOC Complaints and Discipline Section in line with the Divisional Policing Model to centralise all discipline and complaint investigations and improve adherence to set time limits.</p> <p>Superintendent Governance will identify key trends in the occurrence of complaints and implement a process to educate members as required.</p>	<ul style="list-style-type: none"> • Reduction in number of complaints. • Increased engagement with GSOC Local Initiative. • Increased trust. • An increased perception of An Garda Síochána as being transparent and accountable. • A better skilled workforce.




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6) A Human Rights Foundation

Embed human rights, ethical behaviour and equality into all of our policing and business activities

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that AGS treats people equally		Perception that AGS is a well-managed organisation	
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6.1 Ethics and Human Rights Initiatives

That all members both Garda and Civilian commit to the Code of Ethics

Activities	Outcomes
<p>Divisional personnel will be offered ethics training.</p> <p>Embedding the Code of Ethics throughout the Division.</p> <p>Ensuring the organisations Human Rights and Equality ethos is central to all operational planning.</p>	<ul style="list-style-type: none"> 95% of Divisional personnel have completed ethics training by end of year. 100% of these personnel have signed the Code of Ethics by end of year. Increased satisfaction and trust with An Garda Síochána. Increased perception that An Garda Síochána treats people equally. All ethics initiatives supported and implemented.

Garda Code of Ethics Commitments

The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

Duty to Uphold the Law

I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.

Honesty & Integrity

I will be honest and will act with integrity.

I will always seek the truth by establishing and reporting facts in an honest and objective way.

I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.

I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or An Garda Síochána.

I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in An Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in An Garda Síochána.

Respect & Equality

I will recognize and respect the dignity and equal human rights of all people.

I will treat people with courtesy and respect.

I will treat everyone with fairness at all times, and not discriminate wrongfully.

I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.

I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with An Garda Síochána.

I will show appropriate understanding and empathy to people I come into contact with.

I will make accommodation for an individual's particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.

Examples of Wrongful Reasons for Discrimination

- Age
- Disability
- Family status
- Gender
- Marital status
- Membership of the Traveller Community
- Religion
- Race
- Colour
- Nationality
- Ethnic or national origins
- Sexual orientation
- Gender non-conformity
- Political opinion
- Residence status
- Social origin

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Authority & Responsibility

I will act with self-control, even when provoked or in volatile situations.

I will take responsibility for my actions and omissions, and I will be accountable for them.

I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.

I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.

I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.

I understand that any decision not to follow an instruction needs to be fully justified.

I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.

I will report to a supervisor if I am unfit for work for any reason.

I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.

I will endeavour to ensure the proper, effective and efficient use of public money and resources.

I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.

Police Powers

I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.

When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.

Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.

When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.

Information & Privacy

I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.

I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.

I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.

I will not improperly convey Garda information to the media or any third party.

Transparency & Communication

I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.

I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation. Examples of this include updating victims and witnesses about investigations.

I will fulfill any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.

I will make sure those victims of crime are made aware of their rights as soon as possible.

I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.

I will keep accurate, complete records, especially of all interviews and complaints.

I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.

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Speaking Up & Reporting Wrongdoing

I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.

I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.

I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.

Additional Commitments of Managers

I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

Leadership

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.