



Dublin Metropolitan Region

South Central Division

Divisional Policing Plan

2011

‘Working with our Communities’

FOREWORD

I proudly present my inaugural policing plan for the DMR South Central Division for 2011. This plan is guided by An Garda Síochána Annual Policing Plan 2011 and the policing priorities as determined by the Minister for Justice and Law Reform for 2011.



The core organisational values of Honesty, Accountability, Respect and Professionalism underpin the service we deliver in this Division. This plan incorporates the strategic goals from the Strategy Statement 2010 – 2012. We are mindful that we are operating in difficult and challenging times. This plan demonstrates how we will continue to focus policing on local needs and priorities through community policing, visibility and the quality of contact with the community, while maintaining an ability to deal with major incidents, operations and investigations. Services to the vulnerable and crime victims will continue to be a key engagement strategy.

Proactive targeting and problem solving in addition to the prevention and detection of crimes will be core policing tenants in this Division. We believe that our goal is to deliver a Garda service that reflects the priorities and needs of our community. Our core focus will be that people feel safe, on the streets and in their homes. This will be achieved by demonstrating strong leadership and the efficient use of resources through a team-based, partnerships approach. We will proactively engage with the business and residential communities and partner agencies.

Michael O'Sullivan
Chief Superintendent

VISION

*‘Excellent people delivering
policing excellence’*

MISSION

Working with Communities to Protect and Serve

VALUES

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

Accountability - *Accepting individual responsibility and ensuring public accountability*

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

Professionalism - *Providing a professional policing service to all*

Policing Priorities for An Garda Síochána for 2011

Determined by the Minister for Justice and Law Reform

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security for the State with the objective of:

- (a) preserving the peace and public order,
 - (b) protecting life and property
 - (c) vindicating the human rights of each individual
 - (d) protecting the security of the State,
 - (e) preventing crime
 - (f) bringing criminals to justice, including by detecting and investigating crime,
 - (g) regulating and controlling road traffic and improving road safety;
- and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2011

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, in accordance with Section 20 of the Garda Síochána Act 2005.

Security

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

Crime

To combat serious crime, in particular organised crime.

Policing Communities

To achieve the maximum levels of safety for local communities and to provide a community policing service which meets the demands of the public.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

Victims of Crime

To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

Human Trafficking

To prevent and detect human trafficking.

DMR South Central Division Contact Details	
Divisional Officer – DMR South Central Division Chief Superintendent Michael O’Sullivan An Garda Síochána Pearse Street Dublin 2. Telephone 01 6669090 Fax 01 6669099 Website www.garda.ie Email pearse_street_dv@garda.ie	
A District Contact Details	B District Contact Details
District Officer – Kevin Street Superintendent Thady Muldoon An Garda Síochána Kevin Street Dublin 8. Telephone 01 6669480 Fax 01 6669441 Website www.garda.ie Email kevin_street_ds@garda.ie	District Officer – Pearse Street Superintendent Joseph Gannon An Garda Síochána Pearse Street Dublin 2. Telephone 01 6669080 Fax 01 6669041 Website www.garda.ie Email pearse_street_ds@garda.ie
E District Contact Details	Communications Centre Contact Details
District Officer – Donnybrook Superintendent Barry O’Brien An Garda Síochána Donnybrook Dublin 4. Telephone 01 6669280 Fax 01 6669241 Website www.garda.ie Email donnybrook_ds@garda.ie	District Officer – Communications Centre Superintendent Michael O’Leary An Garda Síochána Harcourt Square Dublin 2. Telephone 01 6663106 Fax 01 6663177 Website www.garda.ie Email communications_ds@garda.ie

DMR South Central Divisional Policing Plan 2011

Ensuring our Nation's Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Identify and Analyse any threat to National security within the Dublin Metropolitan Region and respond appropriately	No terrorist attacks occurring within the region	Implementation of policing plans for high profile and key locations	No terrorist attack occurring in the division	
	Number of serious breaches of security at National facilities	Review security at National facilities and other high profile/ key locations	Number of reviews conducted Number of serious breaches of security at National facilities	
	Number of facilitates risk assessed	Crime Prevention Officer to provide Security advice to high risk organisations	No terrorist attack occurring in the Division	
Enhance Divisional Criminal Intelligence function through enhanced sharing and management of information/intelligence in respect of subversive crime	Number of subversive gangs profiled	Profile key divisional subversive gangs Implement operations against identified targets	Number of threats & profiles produced & circulated. Number of operations to target subversive crime gangs	Divisional Officer & each District Officer and Inspector
Regional Serious Crime Management Team will assist in identifying and targeting links between organised crime gangs and subversive/terrorist groups	Number of operations to target subversive crime gangs	Profile key divisional subversive gangs Implement operations against identified targets	Number of threats & profiles produced & circulated. Number of operations to target subversive/terrorist gangs	
Review Eastern Region major emergency plan and amend plan as appropriate Develop a regional strategic plan for emergency exercises to be conducted in 2011	Number of Major Emergency Exercises conducted to test specific areas within the major emergency management framework Number of persons trained in various functions associated with major emergency management	Support the implementation of a regional Major Emergency Management Strategic Plan	Number of live exercises conducted in collaboration with partner agencies Number of persons trained in various functions associated with major emergency management	
Divisional Outcome: A secure Nation. An active role in enhancing National Security				

DMR South Central Divisional Policing Plan 2011

Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Develop Intelligence led operations to target organised crime gangs/human trafficking 	<p>Number of operations to target organised crime gangs which result in investigation files to the DPP under Criminal Justice (Amendment) Act 2009</p>	<p>Target organised crime gangs engaging in gangland crime and human trafficking</p>	<p>Number of operations to target organised crime gangs which result in investigation files to the DPP under Criminal Justice (Amendment) Act 2009</p> <p>Number of organised crime gangs profiled</p> <p>Operations conducted under operation Quest</p>	<p>D/Superintendent & each District Officer</p>
<ul style="list-style-type: none"> Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling 	<p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods</p>	<p>Develop intelligence led operations by Divisional Team to target the sale of counterfeit goods with special emphasis on cigarette smuggling</p>	<p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods</p>	
<ul style="list-style-type: none"> Further develop our capability to deal with on street drug dealing and put operations in place to deal with same 	<p>Number of Intelligence led operations targeting on-street drug dealing</p> <p>Number of detections in relation to sale/supply of drugs to include operations involving 'Grow Houses'</p>	<p>Target organised individuals and gangs engaging in the on-street sale and supply of drugs</p>	<p>Searches conducted under the Misuse of Drugs Acts (MDA)</p> <p>Prosecutions initiated for Section 15 M.D.A.</p> <p>Value and quantity of drugs seized</p>	
<ul style="list-style-type: none"> Develop our capability to manage drug related threats and the use of children to engage in illegal activities associated with the Drug Trade by adults (Action 5 and 7 National Drug Strategy) 	<p>Appoint an Inspector at Divisional level to take responsibility for the management of policy regarding Action 5 and Action 7, National Drugs Strategy</p>	<p>Appoint an Inspector at Divisional level to take responsibility for the management of policy regarding Action 5 and Action 7, National Drugs Strategy</p>	<p>Inspector appointed with responsibility for the management of policy regarding Action 5 and Action 7, National Drugs Strategy</p>	
<ul style="list-style-type: none"> Work in co-operation with C.A.B. to target and profile criminals utilising proceeds of crime legislation through the effective deployment of Divisional Criminal Asset Profilers 	<p>Number of persons profiled by divisional asset profilers and forwarded to Criminal Assets Bureau</p>	<p>Divisional Criminal Asset Profilers to Target and profile criminals living or operating in the Division utilising proceeds of crime legislation</p>	<p>Number of persons profiled by divisional asset profilers and forwarded to CAB</p>	

DMR South Central Divisional Policing Plan 2011

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<ul style="list-style-type: none"> Further develop our capability to target crime through the Crime Management Team structure at Regional, Divisional and District levels, to ensure a co-ordinated response throughout their area in tackling Serious and Organised Crime 	Crime Management Team established in each Division (chaired by Detective Superintendent) and District (chaired by Detective Inspector)	Target crime through the Divisional Crime Management Team structure ensuring a co-ordinated response throughout the division in tackling serious and organised crime	Divisional Crime Management Team established ensuring a co-ordinated response throughout the division in tackling serious and organised crime	D/Superintendent & each District Officer
Target high volume property crime and crimes against the person by: <ul style="list-style-type: none"> Further developing existing consultative arrangements with retail outlets to tackle property crime 	Decrease in Retail Crime	Further develop consultative arrangements with retail outlets to tackle property crime	Decrease in Retail Crime	
<ul style="list-style-type: none"> Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft 	Increase in detections Decrease in number of crimes committed against the person	Develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft	Increase in detection rate for domestic burglaries, shoplifting & bicycle theft Decrease in number of crimes committed against the person	
<ul style="list-style-type: none"> Establish High Visibility policing operations in Crime Hot Spots 	Decrease in high volume crime	Further develop high visibility policing operations in divisional crime hot spots	Reduced crime incidents through targeting Divisional crime hot-spots	
<ul style="list-style-type: none"> Engage with other agencies and communities to develop our response to all crimes 	Decrease in high volume crime	Enhance engagement with divisional agencies and communities to develop a response to all crimes	Reduced crime incidents through coordinate Divisional approach to tackling all crimes	
<ul style="list-style-type: none"> Establishment of a Child Protection Unit in each District to ensure that every case reported will be properly investigated and tracked from start to finish with appropriate structures in place for liaising with the Health Service Executive 	All notifications to be inserted and updated on PULSE	Establishment of a Child Protection Unit in each District to ensure that every case reported will be properly investigated and tracked from start to finish with appropriate structures in place for liaising with the Health Service Executive	Full compliance with Children's First Guidelines and HQ Directives All notifications to be inserted and updated on PULSE Supported and protected child victims	

DMR South Central Divisional Policing Plan 2011

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<ul style="list-style-type: none"> Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to victims of these crimes 	<p>Number of persons arrested for domestic/sexual violence crimes</p> <p>Number and percentage of arrests for persons suspect of being involved in Domestic Violence incident</p>	<p>Member of sergeant rank nominated to oversee the investigation of crimes of a domestic/sexual nature</p> <p>Provide appropriate support to victims of these crimes</p>	<p>Detection rate for sexual offences increased</p> <p>Appropriate support provided to all victims of these crimes</p> <p>Number and percentage of arrests for domestic violence incident</p>	<p>D/Superintendent & each District Officer</p>
<ul style="list-style-type: none"> Continue to manage risk assessment of sex offenders 	<p>Sex offenders managed</p>	<p>Maintain a structured approach to managing the risk associated with sex offenders</p>	<p>All registered sex offenders living in the division risk assessed</p>	
<ul style="list-style-type: none"> Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles 	<p>Number of offenders subject to case management</p> <p>Number of Gardaí trained in Case Management</p>	<p>Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles</p>	<p>Number of offenders subject to case management</p> <p>Percentage of recidivist juveniles re-offending</p>	
<ul style="list-style-type: none"> Continue to ensure the objective of increasing the effectiveness of Warrants Unit is achieved by regular strategic meetings with Inspectors with responsibility in each Garda Station. Maximising the execution of warrants will form an integral part of each District Policing Plan 	<p>Allocate responsibility for the management of warrants to named Inspector at station level</p> <p>Increase warrant execution rates</p>	<p>Continually review the effectiveness of Warrants Unit through strategic meetings with appointed Inspectors</p>	<p>An inspector appointed at station level with responsibility for warrant execution</p> <p>Improved warrant execution rates</p>	
<ul style="list-style-type: none"> Maximise the Photograph and Fingerprint of suspects Appoint Inspector at Station level to monitor compliance with Photographing and Fingerprinting suspects 	<p>100% of arrested persons photographed and fingerprinted where legal authority exists</p> <p>Increase the number of arrested persons invited to provide fingerprints voluntarily</p>	<p>Maximise the Photograph and Fingerprint of suspects</p> <p>Appoint Inspector at Station level to monitor compliance with Photographing and Fingerprinting suspects</p>	<p>Inspector appointed at station level</p> <p>Percentage of arrested persons photographed and fingerprinted where legal authority exists</p> <p>Number of arrested persons invited to provide fingerprints voluntarily</p>	
Divisional Outcome: Reduced crime and the fear of crime				

DMR South Central Divisional Policing Plan 2011

Effective Roads Policing

*An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy.
We will develop and implement initiatives which deny the use of our roads for criminal activity.*

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Implementation of Regional Roads Policing Operational Plan 2011</p> <p>Implementation of Divisional Causality Reduction Strategy in cooperation with the Garda Síochána Analysis Service</p>	Reduction in serious injuries and fatal collisions	<p>Implementation of Divisional Roads Policing Operational Plan 2011</p> <p>Use of analysis service to ensure intelligence led enforcement and casualty reduction strategies</p> <p>Implementation of Operation Artery as part of the Casualty Reduction Strategy and two intensive Casualty Reduction Implementation Plans</p>	<p>Divisional Roads Policing Operational Plan 2011 implemented</p> <p>Reduction in serious injuries and fatal collisions in the DMR South Central division</p>	<p>Each District Officer</p> <p>&</p> <p>Divisional Traffic Inspector</p>
Continued identification of collision prone locations leading to targeted enforcement of road traffic and road transport legislation	Reduction in serious injuries and fatal collisions	Targeted enforcement of road traffic and road transport legislation by identifying further collision prone locations	Reduction in serious injuries and fatal collisions in the DMR South Central division	
Use of analysis service to ensure intelligence led enforcement and casualty reduction strategies	Reduction in serious injuries and fatal collisions	Use of analysis service to ensure intelligence led enforcement and casualty reduction strategies	Reduction in serious injuries and fatal collisions	
Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012	<p>Increased detections for intercept and non-intercept speeding particularly in the 50kph zone</p> <p>Number of operations to confront, speeding, impaired driving and the non wearing of safety belts</p>	<p>Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012</p> <p>Increased enforcement of 5-axle heavy goods vehicle restriction in city centre cordon area</p>	<p>Increased detections for intercept and non-intercept speeding particularly in the 50kph zone</p> <p>Number of operations to confront, speeding, impaired driving and the non wearing of safety belts</p> <p>Number of 5-axle heavy goods vehicle restriction operations</p>	

DMR South Central Divisional Policing Plan 2011

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Develop and implement co-ordinated initiatives in areas where speed and Drink Driving are contributory factors in fatal and Serious Traffic Collisions	Reduction in serious injuries and fatal collisions. Number of Mat Checkpoints	Develop and implement co-ordinated initiatives in areas where speed and Drink Driving are contributory factors in fatal and Serious Traffic Collisions	Reduction in serious injuries and fatal collisions. Number of persons breathalysed at MAT Checkpoints	Each District Officer & Divisional Traffic Inspector
Increased compliance with speed limits Increased compliance with drink driving legislation Increased compliance with seatbelt wearing	Number of operations to confront, speeding, impaired driving and the non wearing of safety belts Number of Mat Checkpoints	Develop and implement co-ordinated initiatives to confront, <ul style="list-style-type: none"> • Speeding, • Impaired driving • Non wearing of safety belts 	Number of operations to confront drink driving, speeding and the non-wearing of safety belts	
Use of Sec. 12 RTA 1994 in all traffic collisions	Percentage of drivers involved in traffic collisions breath tested	Use of Sec. 12 RTA 1994 in all traffic collisions	Percentage of drivers involved in traffic collisions breath tested	
Further develop road safety education to schools and colleges	Number of presentations made to schools/colleges	Further develop road safety education to schools and colleges	Number of presentations made to schools/colleges	
Maximise the effective use of technology in both traffic and crime related operations (CCTV,PUMA Speed + ANPR)	No of positive hits on ANPR in relation to Traffic related offences	Maximise the effective use of technology in both traffic and crime related operations (CCTV+ANPR)	Number of members trained in PUMA speed detection and ANPR Number of positive hits using ANPR	
Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing	Number of Intelligence led operations combating both traffic and crime policing	Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing	Number of Intelligence led operations combating both traffic and crime policing	
Ensure that all Roads Policing incidents and intelligence entered by members of Traffic Units in the DMR are recorded on PULSE	All Roads Policing incidents and intelligence recorded on Pulse under Operation Bothar	Ensure that all Roads Policing incidents and intelligence entered by members of Traffic Units in the DMR are recorded on PULSE	All Roads Policing incidents and intelligence recorded on Pulse under Operation Bothar	
Divisional Outcome: Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries				

DMR South Central Divisional Policing Plan 2011

Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Enhancing community safety through targeted high visibility patrols	Enhanced community safety	Reduce the fear in communities caused by the incidents of anti-social behaviour	Number on Community Gardaí deployed Public Attitude Survey – improvement in fear rating	Divisional Officer & each District Officer
Full utilisation of all available legislation particularly in relation to underage drinking Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of meetings with licensed trade Number of test purchase operations conducted	Continue engagement with licensing trade to ensure compliance with licensing legislation and reduce drink related anti-social behaviour	Number of meetings with the licensed trade Number of test purchase operations conducted	
Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour	Number of meetings with licensed trade	Enforce liquor licensing legislation available throughout the division to reduce drink related anti-social behaviour and underage drinking	Number of inspections of licensed premises	
Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases	Number of Anti-Social Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour Orders issued under the Criminal Justice Act 2006 Number of Adult Cautions administered in relation to anti social behaviour	Target public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases	Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006 Number of Public Order FCPS Notices Issued Seizures of alcohol Number of Adult Cautions	
Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour	Community engagement	Engage with local communities	Implementation of the Divisional CRM Strategy Number of public order incidents Youth Initiative implemented	
Examine results of the most recent public attitude survey to identify Divisional and District priorities	Public Attitude Survey – improvement in fear rating	Examine results of the most recent public attitude survey to identify Divisional and District priorities	Review of Public Attitude Survey – Improvement in fear rating - Public Attitude Survey	

Divisional Outcome: Safer and more peaceful local communities

DMR South Central Divisional Policing Plan 2011

Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.

We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Further develop the existing community engagement process to ensure participation from our new communities	National Model of Community Policing rolled out in every District	Continue actions towards supporting an ethnically integrated community	Number of ethnic forum meetings Ethnic community interactions	Divisional Officer & each District Officer
Allocate responsibility to Community Gardaí for specific areas in each Garda Sub-District	National Model of Community Policing rolled out in every District	Continue to implement the divisional policy on community policing	District Community Policing business plans submitted with allocation maps	
Each Division to examine their communications strategy with local communities and to effect improvements as appropriate	Divisional communications strategy developed with a focus on electronic communications to all communities	Enhance the divisional CRM Strategy to improve the lines of communication with local communities	Improved communication strategy implemented	
In accordance with Section 36 of the Garda Síochána Act and in implementation of action 11 of the National Drugs Strategy, establish Local Policing Fora in every Local Drugs Task Force Area in co-operation with Joint Policing Committees	Local Policing Fora established in every Local Drugs Task Force Area	Work in partnership with key divisional stakeholders in establishing Local Policing Fora	Local Policing Fora established and operating in the DMR South Central	
Continue to work proactively with the Dublin City Local Business Policing Forum	Named member of Inspector rank appointed as liaison person for each Local Policing Business Forum area	Work in proactive partnership with key divisional stakeholders as part of the Dublin City Local Business Policing Forum	Dublin City Local Business Policing Forum fully supported Liaison Inspector appointed	
Provide problem solving capability training for Gardaí deployed in Community Policing	Number of Gardaí trained in problem solving Inspector appointed in each nominated District to manage training and rollout of Problem Solving Approach	Train Community Sergeants and Gardaí in problem solving	Improved problem solving capability in Community Policing Units	

DMR South Central Divisional Policing Plan 2011

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Implement National strategies in relation to Diversity, Older people, Youth & Children	Action strategies in relation to Diversity, Older people, Youth & Children	Implement National strategies in relation to diversity, older people, youth & children	Number of initiatives in place to engage positively with diversity, older people, youth & children	Divisional Officer & each District Officer
Put in place specific initiatives to engage positively with young people	Number of initiatives in place to engage positively with young people	Continue to support initiatives to engage positively with young people	Number of initiatives in place to engage positively with young people	
Maintain and develop Community Policing initiatives throughout the Region	Number of initiatives in place	To maintain and develop Community Policing initiatives through out the Division	Community Policing initiatives implemented	
Develop a call back mechanism to persons subject of crimes against the person	The number of persons of pensionable age, who have been victims of Domestic Burglary or Assault, that have received a visit from their Community Garda and have been given crime prevention strategies and reassurance Letter issued to every victim in appropriate cases	Improve the call back mechanism under the divisional CRM Strategy to persons subject of crimes against the person	Number of visits to crime victims visited by Community Gardaí Random calls by the Divisional CRM Office to crime victims	
Engage with and support communities with particular emphasis on the vulnerable in society		Develop initiatives to engage with and support communities with particular emphasis on the vulnerable in society	Initiative aimed at improving community engagement	
Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter		Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories	Services offered to crime victims Divisional satisfaction rating	
Divisional Outcome: Trust and confidence in the Garda service				

DMR South Central Divisional Policing Plan 2011

An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Examination of the Computer Aided Dispatch System in the Region to identify areas for improvement in response to calls from the public, and resource allocation	Implement recommendations in report from examination of Computer Aided Dispatch system	Examination of the Computer Aided Dispatch System in the Region to identify areas for improvement in response to calls from the public, and resource allocation	Implement recommendations in report from examination of Computer Aided Dispatch system	Divisional Officer & each District Officer
Further develop Regional Warrant Execution Management Team	Member of Inspector rank appointed to the Regional Warrant execution Management Team at each Garda Station	Further develop Warrant Execution Management Team	Member of Inspector rank appointed to regional warrant execution management team in each station	
Ensure that Public Order capability is maintained in each Division at both Command and Operational levels	Training provided for all members of Public Order Unit as required	Review Public Order capability and ensure appropriate levels are maintained in the division	Appropriate levels of Gardaí trained in public order	
Ensure value for money in the management of resources	Policing priorities financed within allocated budgets Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	Ensure value for money in the management of resources	Divisional policing needs financed within allocated budgets Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	
Proactively manage absence through sickness across the Dublin Metropolitan Region	District Officers utilise the Sickness Absence Management System (SAMS) Reduction in the number of Sick Days	Proactively manage absence through sickness across the DMR South Central Division	Reduction in the number of sick days	

DMR South Central Divisional Policing Plan 2011

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Each Division will identify all training deficiencies	Report completed on Training deficiencies identified and plan developed to address these	Identify all divisional training deficiencies	Training deficiencies identified and a training plan developed to address training needs	Divisional Officer & each District Officer
Develop Juvenile Case Management capability	Juvenile Case Management operating in every District	Further develop Juvenile Case Management capability	All Juveniles suitable for Case Management identified and managed	
Risk Registers to be completed and updated in accordance with policy	Risks identified and measures put in place to monitor, evaluate and control risks Training carried out at divisional level in risk management	Divisional Risk Registers to be completed and up-dated in accordance with Garda policy	Risks identified and measures put in place to monitor, evaluate and control risks Training carried out at divisional level in risk management assessment	
Further develop the Corporate Risk Matrix	Risk Register completed	Further develop the Divisional Corporate Risk Matrix	Divisional Risk Register reviewed and updated accordingly	
Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources				