

An Garda Síochána



D.M.R. South

Divisional Policing Plan

2011

Dublin Metropolitan Region

‘Working with our Communities’

Foreword:-

As the Chief Superintendent in charge of the D.M.R. South Division I am once again pleased to present the Divisional Policing Plan 2011 outlining our strategic priorities for the second year of the Strategy Statement 2010 – 2012. This Divisional Policing Plan also incorporates the priorities determined for An Garda Síochána by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act, 2005.

The four core values of our Strategy Statement 2010 – 2012 are as follows:-

- 1. Honesty** - Being honest and ethical and adhering to the principles of fairness and Justice
- 2. Accountability** - Accepting individual responsibility and ensuring public accountability
- 3. Respect** - Having respect for people, their human rights and their needs
- 4. Professionalism** - Providing a professional policing service to all communities

These core values which can never be compromised will guide our actions and serve as our cultural cornerstones.

In preparing this Divisional Policing Plan which reflects the aspirations as outlined in the National and Regional Policing Plans we have consulted with the communities and our stakeholders so as to ensure that their priorities and concerns form a central part of the Divisional Policing Plan. We must remain in constant dialogue with the communities we serve so that we have a shared understanding of the issues that affect them. These communities are our greatest assets in preventing and detecting crime and we must never lose sight of this fact. Their concerns are the concerns of An Garda Síochána and their needs are also our needs.

In implementing this Divisional Policing Plan we will focus on preventing and detecting crime, address anti-social behaviour and public disorder which affect the quality of life of people in our communities. We will also focus on making our roads safe for all through enforcement measures, education and promotion of a partnership approach. Mindful of the current and challenging economic climate I am confident that through good leadership, commitment and flexibility on all our part that we can achieve these objectives.

Our vision is of **“Excellent people delivering policing excellence”**. We will utilise all the resources at our disposal in implementing this Divisional Policing Plan and thereby deliver an optimum policing service to our stakeholders.

By working together and building on the excellent work of the membership of the Divisional Force achieved throughout 2010 we will ensure that the communities are safe places for people to visit, reside and work in and that our roads are also safe for motorists and pedestrians.

(John Manley)
Chief Superintendent

VISION

~ Excellent people delivering
policing excellence ~

MISSION

Working with Communities to Protect and Serve

VALUES

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

Accountability - Accepting individual responsibility and ensuring public accountability

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

Professionalism - Providing a professional policing service to all

Policing Priorities for An Garda Síochána for 2011
Determined by the Minister for Justice, Equality 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 services for the State with the objective of:

- (a) Preserving 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, Equality 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.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Regional Serious Crime Management Team will assist in identifying and targeting links between organised crime gangs and subversive / terrorist groups • Develop Crisis Incident Management Command Room • Develop intelligence led operations targeting organised crime gangs and utilise all appropriate legislation in targeting those groups <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of operations to target subversive crime gangs 	<ul style="list-style-type: none"> • Divisional Serious Crime Management Team to identify and target links between organised crime gangs and subversive / terrorist groups with a view to disrupting criminal intent / activity • Increased utilisation of the Code of Practice in the Management and use of Covert Human Intelligence Sources (CHIS) • Develop Crisis Incident Management Command Room • Implement intelligence led operations to target organised crime gangs and make optimum use of legislation in targeting these groups 	<ul style="list-style-type: none"> • Number of operations targeting subversive crime gangs • Links between Subversive / Crime Gangs tackled and dismantled • Number of subversives and associates identified • Enhanced sources and quality of intelligence • Crisis Incident Management Command Room established • Number of operations targeting organised crime gangs • Number of organised crime gangs identified • All identified gangs and individuals profiled 	

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Support and provide training for On Scene Commanders • Review Eastern Region Major Emergency Plan and amend the plan as appropriate • Develop a Regional Strategic Plan for emergency exercises to be conducted in 2011 	<ul style="list-style-type: none"> • Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework • Number of persons trained in the various functions associated with Major Emergency Management • Strategic Plan developed 	<ul style="list-style-type: none"> • Divisional On Scene Commanders and Negotiators to receive ongoing training • Review and update where appropriate the Divisional / Eastern Region Major Emergency Plans • Maintain and improve our Divisional capability to respond to Major Emergency Management in consultation with Garda Specialist Units • Major Emergency Exercises to be conducted in 2011 to test functionality of plan and assess Garda response 	<ul style="list-style-type: none"> • Ongoing training for Divisional On Scene Commanders and Negotiators • Evaluation / updating of Major Emergency Plans • Number of Major Emergency Exercises undertaken • Number of persons trained in Major Emergency Management • Divisional Strategic Plan developed 	

Divisional Outcome : A secure Nation. An active role in enhancing national security.

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"> Developing Intelligence led operations to target organised crime gangs / Human Trafficking Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling <p>Contd/....</p>	<ul style="list-style-type: none"> Number of operations to target organised crime gangs which resulted in investigation files to the Director of Public Prosecutions under Criminal Justice (Amendment) Act 2009) (Organised Crime Gang) Operations conducted under Operation Quest (Prostitution / Human Trafficking) Number of intelligence led operations /searches / seizures to target the sale of counterfeit goods 	<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Execute intelligence led operations targeting organised crime gangs / Human Trafficking Identify human trafficking networks and liaise with the Garda National Immigration Bureau in implementing an operational response Carry out intelligence led operations to target the sale of counterfeit goods and cigarette smuggling 	<ul style="list-style-type: none"> Number of operations to target organised crime gangs resulting in files being sent to the D.P.P. under the Criminal Justice (Amendment) Act 2009) (Organised Crime Gang) Enhanced intelligence gathering / profiling relating to individuals involved in human trafficking for exploitation with a view to increased detections and prosecutions Number of operations / prosecutions re brothels / prostitution, human trafficking Number of intelligence led operations /searches / undertaken Number / quantity of seizures of counterfeit goods 	<p>Each Superintendent</p> <p>Detective Supt. B. Sutton</p> <p>Det. Insp. Liam Kelly, Crumlin</p> <p>Det. Insp. John Walsh, Tallaght</p> <p>Det. Insp. George McGeary, Terenure</p>

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Further developing our capability to deal with on street drug dealing and put operations in place to deal with same • Develop our capability to manage drug related threats and the use of children to engage in illegal activities associated with the drugs trade by adults (Action 5 and 7 National Drugs Strategy) <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of intelligence led operations targeting on street drug dealing • Number of detections in relation to sale / supply of drugs to include operations involving “Grow Houses” • Appoint an Inspector at Divisional level to take responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy • Crime Management Team established in each Division (chaired by Detective Superintendent) and District (chaired by Detective Inspector) 	<ul style="list-style-type: none"> • Develop initiatives to deal with on street drug dealing and put operations in place to deal with same • Maintain strength of District Drug Units • Improve our capability to cope with drug related threats and the use of children to engage in illegal activities associated with the drugs trade by adults (Action 5 and 7 National Drugs Strategy) • Community Gardaí / Drug Unit members to give school talks on the dangers associated with drugs 	<ul style="list-style-type: none"> • Divisional Indicators • Number of operations / searches / detections / arrests in relation to sale / supply of drugs and specifically “Grow Houses” • Immediate filling of vacancies whenever they arise • Divisional Inspector appointed and assigned responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy • Divisional and District Crime Management Teams to be established (chaired by Detective Superintendent and Detective Inspectors) • Number of school talks given 	

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<ul style="list-style-type: none"> • Working in co-operation with Criminal Assets Bureau to target and profile criminals utilising Proceeds of Crime Legislation through the effective deployment of Divisional Asset Profilers • 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 <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of persons profiled by Divisional Asset Profilers and forwarded to Criminal Assets Bureau • Decrease in high volume crime • Decrease in number of crimes committed against the person • Decrease in retail crime • Increase in detections 	<ul style="list-style-type: none"> • Divisional Asset Profilers to Liaise with the Criminal Assets Bureau with a view to targeting and profiling an increased number of criminals who have amassed assets through criminal activity and seize same utilising the Proceeds of Crime Legislation • Divisional Asset Profilers to provide an Asset Targeting Profile Service to members who are required to send files to the D.P.P. when targeting assets of criminals pursuant to the Criminal Justice Act, 1994 • Target crime through the Crime Management Team structure at Divisional and District levels so as to ensure a co-ordinated response throughout the Division in tackling serious and organised crime • Ongoing training for Gardaí involved in the management and investigation of crime 	<ul style="list-style-type: none"> • Number of persons profiled by Divisional Asset Profilers and forwarded to Criminal Assets Bureau • Increased seizure of assets from criminals which have been acquired through criminal activity • Reduction in high volume crime • Reduction in crimes committed against the person • Reduction in retail crime • Increase in detections • Number of Gardaí trained in management and investigation of crime

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<p>Target high volume property crimes and crimes against the person by:</p> <ul style="list-style-type: none"> • Further developing existing consultative arrangements with retail outlets to tackle property crime • Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft • Establish high visibility policing operations in crime hot spots 	<p>-do-</p> <p>-do-</p> <p>-do-</p>	<p>Target high volume property crimes and crimes against the person by:</p> <ul style="list-style-type: none"> • Divisional Crime Prevention Officer to consult with retail outlets advising on best practices to curtail property crime • Crime trends monitored locally and Crime Analysts reports evaluated with a view to executing timely operations to counteract domestic burglaries, shoplifting and bicycle theft • Increase high visibility patrols and operations in identified crime hot spots • Strict enforcement of Public Order Legislation • Strict monitoring of Licensed Premises • Conduct operations targeting knife crime in identified hot spots 	<ul style="list-style-type: none"> • Number of retail outlets visited and advised on security measures • Reduction in burglaries, shoplifting and bicycle thefts • Number of crime hot spots identified for intense patrolling • Number of high visibility patrols undertaken • Safer communities • 100% compliance with the Liquor Licensing Laws • Number of detections for possession / use of prohibited weapon
Contd/.....			

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<ul style="list-style-type: none"> • Engage with other agencies and communities to develop our response to all crimes • 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 <p>Contd/.....</p>	<p style="text-align: center;">-do-</p> <ul style="list-style-type: none"> • All notifications to be inserted and updated on Pulse 	<ul style="list-style-type: none"> • Maintain contact with different agencies and communities to identify and develop shared solutions to shared problems • Maintain contact with victims of crime and keep them updated as to progress of investigations • Child Protection Unit to be established in each District with a remit to ensure that all cases reported to Gardaí are thoroughly investigated and tracked throughout. Also ensure structures are in place for liaising with the Health Service Executive • Maintain accurate and up to date data base of incidents reported • Regular meetings with H.S.E. officials to review progress of investigations 	<ul style="list-style-type: none"> • Partnership approach in resolving difficulties encountered by communities • Feelings of safety enhanced and reassurance of Garda assistance • Improved service to crime victims • Immediate commencement of investigations and prompt finalisation of same • All notifications accurately recorded and tracked on Pulse immediately upon receipt • Sharing of intelligence to enhance quality and speed of investigations

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<ul style="list-style-type: none"> • Continue to risk assess and manage sex offenders • Fully investigate all crimes of a domestic / sexual nature and provide appropriate support to victims of these crimes • Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of sex offenders managed • Number of persons arrested for domestic / sexual violence crimes • Number and percentage of arrests for person's suspect of being involved in domestic violence incidents • Number of offenders subject to Case Management • Number of Gardaí trained in Case Management 	<ul style="list-style-type: none"> • Ongoing risk assessment and management of sex offenders • Thoroughly investigate all complaints of a domestic / sexual nature in accordance with organisational policy and provide follow up support to victims • Develop the Case Management System and monitor its success against incidents committed by persistent juvenile offenders 	<ul style="list-style-type: none"> • All persons subject to the provisions of the Sexual Offenders Act, 2001 to be risk assessed • Up to date records maintained on the Pulse System • Number of sex offenders managed • Number of arrests of persons for domestic and sexual violence crimes • Number of arrests of persons suspected of being involved in (a) domestic incidents and (b) sexual crimes • Increased detection rate for sexual crime • Number of offenders subject to Case Management • Number of Gardaí trained in Case Management • Ongoing implementation and monitoring of the Case Management System by appointed District Inspectors

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<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 • Maximise the photographing and fingerprinting of suspects • Appoint Inspector at Station level to monitor compliance with photographing and fingerprinting suspects 	<ul style="list-style-type: none"> • Allocate responsibility for the management of warrants to named Inspector at station level • Increase warrant execution rates • 100% of arrested persons photographed and fingerprinted where legal authority exists • Increase the number of arrested persons invited to provide fingerprints voluntarily 	<ul style="list-style-type: none"> • Appointed Station Inspectors to continue developing strategies to execute all types of warrants (recently issued and historical warrants) expeditiously • All types of warrants in existence at the time of the arrest of offenders to be executed simultaneously • Historical warrants that cannot be executed to be cancelled in the courts held monthly for this purpose • Increase the number photographs and fingerprints taken from suspects who are arrested • An Inspector to be appointed at each station to oversee compliance with regulations re photographing and fingerprinting suspects with a view to achieving a 100% compliance rate • Increase the number of Gardaí trained to take fingerprints / palm prints and maximum use of A.F.I.S. to solve crime 	<ul style="list-style-type: none"> • Station Inspectors appointed to oversee the management of warrant execution • Improved execution rates for the execution of all types of warrants • Decrease in the number of live warrants in existence at station level • All arrested persons photographed and fingerprinted where legal authority exists • Increase the number of arrested persons / suspects invited to provide photographs and fingerprints voluntarily • More skilled Gardaí competent to take fingerprints and palm prints • Increased detection rate 	
Divisional Outcome: Reduce crime and the fear of crime				

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
<ul style="list-style-type: none"> • Implementation of Regional Roads Policing Operational Plan 2011 • Implementation of Divisional Casualty Reduction Strategy in cooperation with the Garda Síochána Analysis Service • Continued identification of collision prone locations leading to targeted enforcement of road traffic and road transport legislation <p>Contd/....</p>	<ul style="list-style-type: none"> • Reduction in fatal and serious injuries collisions • Increased detections for intercept and non-intercept speeding particularly in the 50 kph zone • Number of speed operations targeting (detections of) HGV'S and Buses • Number of operations targeting inappropriate driver behaviour including organised transport • Increase in Road Transport detections 	<ul style="list-style-type: none"> • Implement the Regional Roads Policing Operational Plan 2011 • Implement the Divisional Casualty Reduction Strategy in cooperation with the Garda Síochána Analysis Service and in particular for the months of April, May, October and November, 2011 • Continued implementation of "Operation Switched On" targeting unlit bicycles • Identify collision prone zones with a view to rigorous enforcement of the road traffic and road transport legislation • Maintain ongoing liaison with Statutory Bodies so as to ensure remedial action is taken whenever road hazards are identified within Collision Prone Zones 	<ul style="list-style-type: none"> • Reduced fatal and serious injury collisions • Increase in the number of detections for intercept and non-intercept speeding especially in the 50 kph zone • Increased compliance by cyclists to equip bicycles with front and rear lights • Number of speed operations targeting (detections of) HGV'S and Buses. • Number of operations targeting inappropriate driver behaviour including organised transport 	<p>Each Superintendent</p> <p>Inspector John Lambert, Crumlin</p> <p>Inspector Thomas Murphy, Tallaght</p> <p>Inspector B. Reynolds, Terenure</p>

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<ul style="list-style-type: none"> • Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012 • Increased enforcement of inappropriate driver behaviour including organised transport • Develop and implement co-ordinated initiatives in areas where speed and drink driving are contributory factors in fatal and serious traffic collisions <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of operations to confront speeding, impaired driving and the non wearing of safety belts • Number of MAT checkpoints • Number of person's breath tested 	<ul style="list-style-type: none"> • Perform frequent high visibility checkpoints (day and night time) within Collision Prone Zones concentrating on vehicle checks, road traffic infringements, drink driving, wearing of seat belts and speed enforcement • Improved enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012 • Improved enforcement of inappropriate driver behaviour including organised transport • Increase and execute co-ordinated initiatives at locations where speed / drink driving are contributory factors in fatal and serious traffic collisions • Increase in the number of marked and unmarked traffic patrols 	<ul style="list-style-type: none"> • Increase in Road Transport detections • Reduction in all types of accidents / injuries within Collision Prone Zones • Number of operations targeting speeding, impaired driving and the non wearing of safety belts • Number of MAT checkpoints performed • Number of person's breath tested • Number of vehicles seized under Section 41 R.T.A • Increased covert and overt traffic patrolling

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<ul style="list-style-type: none"> Increased compliance with speed limits Increased compliance with drink driving legislation Increased compliance with seat belt wearing 	<p style="text-align: center;">-do-</p> <p style="text-align: center;">-do-</p>	<ul style="list-style-type: none"> Increased conformity with speed limits Increased conformity with drink driving legislation Increased conformity with the wearing of seat belts Breath test every driver in accordance with Section 12 R.T.A. 1994 in all cases where they have consumed intoxicating liquor, been involved in a collision or committed an offence under the R.T.A 	<ul style="list-style-type: none"> Number of detections for speed infringements, drink / drug driving and non wearing of seat belts Greater utilisation of the provisions of section 12 of the R.T.A. 1994 Number of dangerous driving detections
<ul style="list-style-type: none"> Further develop road safety education to schools and colleges Maximise the effective use of technology in both traffic and crime related operations (CCTV, PUMA Speed + ANPR) Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing 	<ul style="list-style-type: none"> Number of presentations made to schools / colleges Number of positive hits on ANPR in relation to Traffic related offences Number of Intelligence led operations combating both traffic and crime 	<ul style="list-style-type: none"> Continue and expand road safety education to schools and colleges Maximum use of technology in both traffic and crime related operations (CCTV, PUMA Speed + ANPR) Specific operations undertaken incorporating traffic and non traffic personnel in both traffic and crime policing and utilise the services of Garda Analysts to compile and analyse data in planning operations 	<ul style="list-style-type: none"> Number of lectures made in schools / colleges Number of positive hits on ANPR in relation to Traffic related offences Number of Intelligence led operations combating both traffic and crime issues Deny use of roads to persons for criminal activity
<p>Contd/.....</p>			

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Ensure that all roads policing incidents and intelligence entered by members of Traffic Units in the D.M.R. are recorded on Pulse 	<ul style="list-style-type: none"> • All roads policing incidents and intelligence recorded on Pulse under Operation Bothar 	<ul style="list-style-type: none"> • All roads policing incidents and intelligence to be recorded on Pulse forthwith 	<ul style="list-style-type: none"> • All roads policing incidents and intelligence to be promptly recorded on Pulse under Operation Bothar 	

Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries

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
<ul style="list-style-type: none"> Enhancing community safety through targeted high visibility patrols 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 <p>Contd/.....</p>	<ul style="list-style-type: none"> Number of test purchase operations conducted 	<ul style="list-style-type: none"> Improve community safety through targeted high visibility patrols Increased patrols by senior Officers, Inspectors, uniform patrols and specialist units Vigorous enforcement of Liquor Licensing Legislation particularly in relation to underage drinking Conducting test purchases of alcohol to identify outlets selling alcohol to underage persons 	<ul style="list-style-type: none"> Number of high visibility patrols undertaken Increased patrolling by Garda Mountain Bike Unit A more visible presence of patrolling from a wider spectrum of Gardaí Identification and monitoring of non compliant Licensees Number of test purchases of alcohol 	<p>Each Superintendent</p> <p>Inspector Declan Meade, Crumlin</p> <p>Inspector Ray Blake, Tallaght</p> <p>Inspector Henry Fitzpatrick, Terenure</p>

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators
<ul style="list-style-type: none"> • Continue 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 • 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 • Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of meetings with Licensed Trade • 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 • Public disorder /assaults /criminal damage incidents reduced 	<ul style="list-style-type: none"> • Maintain liaison with Licensees to ensure a partnership approach in dealing with anti social behaviour • Allocate resources to public order hotspots where alcohol /drug related anti social behaviour and youth crime is prevalent • Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases • Increased contact with business / local communities aimed at reducing public disorder 	<ul style="list-style-type: none"> • Number of meetings with the Licensed Trade • 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 • Reduction in Public disorder, drunkenness /assaults /criminal damage incidents and the painting of graffiti

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<p data-bbox="297 308 349 331" style="text-align: center;">-do-</p> <ul data-bbox="107 549 548 676" style="list-style-type: none"> • Examine results of the most recent Public Attitudes Survey to identify Divisional and District priorities 	<p data-bbox="824 308 875 331" style="text-align: center;">-do-</p>	<p data-bbox="1279 308 1330 331" style="text-align: center;">-do-</p> <ul data-bbox="1158 549 1464 708" style="list-style-type: none"> • Analyse results of the latest Public Attitudes Survey to identify Divisional priorities 	<ul data-bbox="1487 209 1765 708" style="list-style-type: none"> • Feelings of safety in communities enhanced • Identification of issues affecting local / business communities and address same • Identify public needs to enhance quality of service provided to our stakeholders 	
Divisional Outcome: Safer and more peaceful local communities				

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
<ul style="list-style-type: none"> Further develop the existing community engagement process to ensure participation from our new communities Allocate responsibility to Community Gardaí for specific areas in each Garda sub-district <p>Contd/.....</p>	<ul style="list-style-type: none"> National Model of Community Policing rolled out in every District <li style="text-align: center;">-do- 	<ul style="list-style-type: none"> Develop the existing community engagement process to ensure participation from our new communities Establish Community Policing in areas where it is non-existent Introduce Garda “Open Day” Events in each District Ongoing training for members appointed to Community Policing Units Sub-districts to be sub-divided into defined geographical areas with a Community Garda assigned specific responsibility for each area 	<ul style="list-style-type: none"> National Model of Community Policing rolled out in every District leading to improved interaction with diverse communities Number of new Community Policing Schemes launched Becoming more acquainted with communities Better trained Community Policing Gardaí and equipped with the required “skill-sets” Local communities can identify their Community Garda more readily 	<p>Each Superintendent</p> <p>Inspector Declan Meade, Crumlin</p> <p>Inspector Ray Blake, Tallaght</p> <p>Inspector James Flood, Terenure</p>

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Each Division to examine their communications strategy with local communities and to effect improvements as appropriate • 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 • Continue to work proactively with Dublin City Local Business Policing Forum • Provide problem solving capability training for Gardaí deployed in Community Policing • Implement National Strategies in relation to Diversity, older people, youth and children. <p>Contd/.....</p>	<ul style="list-style-type: none"> • Divisional Communications strategy developed with a focus on electronic communications to all communities • Local Policing Fora established in every local Drugs Task Force Area • Named member of Inspector rank appointed as liaison person for each local Policing Business Forum Area • Number of Gardaí trained in problem solving • Inspector appointed in each nominated District to manage training and roll out of Problem Solving Approach • Action strategies in relation to Diversity, older people, youth and children 	<ul style="list-style-type: none"> • Develop an improved communications strategy with local communities • 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 for every Local Drugs Task Force Area in co-operation with joint Policing Committees • Continue to work proactively with Dublin City Local Business Policing Forum • Community Policing Gardaí to be trained in problem solving techniques • Implement the National Strategies in relation to Diversity, older people, youth and children 	<ul style="list-style-type: none"> • Improved communications with local communities via electronic means • Local Policing Fora established in every local Drugs Task Force Area. • An Inspector appointed as liaison person for each local Policing Business Forum Area • Number of Community Gardaí trained in problem solving techniques • Inspector appointed to administer training and roll out of Problem Solving Approach • Strategies in relation to Diversity, older people, youth and children implemented 	

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Put in place specific initiatives to engage positively with young people • Maintain and develop Community Policing initiatives throughout the Region • Develop a call back mechanism to person's subject of crimes against the person • Engage with and support the communities with particular emphasis on the vulnerable in society <p>Contd/.....</p>	<ul style="list-style-type: none"> • Number of initiatives in place to engage positively with young people • Letter issued to every victim in appropriate cases 	<ul style="list-style-type: none"> • Community Policing Gardaí to implement initiatives to engage positively with young people in schools, clubs, communities etc • Maintain and expand Community Policing initiatives to all communities throughout the Division • Implement National Programme in relation to diversity, elderly people, youth and children • Maintain contact with those who are victims of crime against the person • Family Liaison Officers to act as a liaison with families of victims of murder, manslaughter, fatal traffic collisions, kidnappings or other serious crimes • Refer all tourist victims of crime to the Irish Tourist Assistance Service I(T)AS for follow up support • Engage and support communities especially the vulnerable persons in society 	<ul style="list-style-type: none"> • Number of initiatives in place to engage positively with young people • Ongoing roll out of the National Model of Community Policing • Strategies relating to diversity, older people, youth and children implemented • Keeping victims of crime updated, maintaining contact and providing follow up support • Letters 1 and 2 to be issued in appropriate cases • Supporting tourist victims of crime • Increased Garda engagement with communities 	

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victims Charter 	<p>The number of persons of pensionable age who have been the victims of domestic burglary or assault that have received a visit from their Community Garda and have been given crime prevention strategies and reassurance</p>	<ul style="list-style-type: none"> Provide appropriate service to all victims of crime particularly the vulnerable categories as set out in the Victims Charter Put victims of crime in contact with victim support organisations 	<ul style="list-style-type: none"> The number of persons of pensionable age who have been the victims of burglaries or assaults that have received a visit from their Community Garda and given crime prevention advice All victims of crime kept updated on their expectations from the Garda investigative process / court procedures Greater follow up support for victims of crime 	
Divisional Outcome : Trust and confidence in the Garda Service				

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
<ul style="list-style-type: none"> • Work to ensure that rosters more closely match demands for service with resources deployed • 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 • Further develop Regional Warrant execution Management Team • Ensure that public order capability is maintained in each Division at both Command and operational levels 	<ul style="list-style-type: none"> • Examination of rostering arrangements carried out in each Division to identify best fit between resources and demand • Implement recommendations in report from examination of Computer Aided Dispatch System • Member of Inspector rank appointed to the Regional Warrant Execution Management Team at each Garda Station • Training provided for all members of Public Order Unit as required 	<ul style="list-style-type: none"> • Ensure that resources are deployed to emergency and priority calls instantly • Improve response times to non emergency calls • Ensure that “At Scene Times” are reported and logged with the resultant Garda action also logged • All Divisional resources to be logged on to the Communications System for ready deployment • Covered under Goal 2 above • Maintain the numbers of personnel trained in public order within the Division and cater for refresher training of those personnel 	<ul style="list-style-type: none"> • Rapid response to emergencies • Faster response to non emergency calls • Accurate logs of response times and outcomes • Identifiable resources for deployment • Covered under Goal 2 above • Strength of Public Order Unit maintained and ongoing training provided 	<p style="text-align: center;">Each Superintendent</p> <p style="text-align: center;">Insp. Stephen Gavin, Crumlin</p> <p style="text-align: center;">Inspector Ray Blake, Tallaght</p> <p style="text-align: center;">Inspector John Sheridan, Rathmines</p>

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	
<ul style="list-style-type: none"> • Develop problem solving capability amongst Community Gardaí • Develop Juvenile Case Management capability • Support the development and rollout of Regional information sites on Garda Portal • Risk Registers to be completed and updated in accordance with policy • Further develop the Corporate Risk Matrix 	<ul style="list-style-type: none"> • Appoint an Inspector in each District and pilot Problem Solving approach in nominated Districts • Risks identified and measures put in place to monitor, evaluate and control risks • Training carried out at Divisional level in risk management • Risk register completed 	<ul style="list-style-type: none"> • Develop problem solving capability amongst Community Gardaí • Develop Juvenile Case Management capability • Assist the introduction and rollout of Regional information sites on Garda Portal • Risk Registers to be completed, reviewed and updated in accordance with organisational policy • Further develop the Corporate Risk Matrix 	<ul style="list-style-type: none"> • An Inspector appointed in each District to pilot Problem Solving approach • Efficient management of court cases • Effective use and enhanced availability of information on the Garda Portal • Risks identified and minimised • Divisional training in risk management • Risk register maintained 	
Divisional Outcome :Highly motivated people; better service to citizens; more effective use of resources				

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