



DMR West

Divisional Policing Plan

2011

Dublin Metropolitan

Region

'Working with our Communities'

Foreword

I am pleased to introduce An Garda Síochána Annual Policing Plan 2011 for the D.M.R. (West) Division. This plan outlines our strategic goals for the second year of the Strategy Statement 2010 – 2012 and includes the priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.



The Strategy Statement 2010 – 2012 is based upon four core values, namely:

- **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 communities.

These values are the cornerstone of our strategy as an Organisation.

We will continue in our commitment to positive and constructive consultation with our Stakeholders, both Internal and External, and consider this interaction a vital component of our continuing success in the battle against Crime and Criminal Activity.

We recognise that our members, both Sworn and Unsworn, are perhaps our greatest asset and to them we give a commitment to continue to support both their personal and professional development in the year ahead. This will, I believe, continue to equip us with the tools to ensure that our Community is a safer and more pleasant environment.

We will use all the resources available to us, particularly in these challenging times, to work smarter and more efficiently and to continue to strive for excellent service to our Community

I am very proud to lead this team; a group of men and women who, in their unwavering commitment to their oath and in the face of tough economic and personal conditions continue to give of their best and who are as committed as I to the goals set out by the Garda Commissioner in the year ahead.

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 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.

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	Support Garda Units dedicated to combating subversive activity and emerging security and terrorist threats	Number of individuals arrested and/or prosecuted for terrorist/subversive / Islamic militant offences	Each District Officer D/Supt O' Sullivan
Enhance Divisional Criminal Intelligence function through enhanced sharing and management of information/intelligence in respect of subversive crime	Number of serious breaches of security at National facilities Number of facilities risk assessed	Ongoing evaluation of the security requirements of the Aras An Uachtarain and the residence of the US Ambassador, Farmleigh, Italian Ambassadors Residence, Cloverhill and Wheatfield prison Ongoing liaison with Air Corp in relation to Casement Aerodrome at Baldonnell and monitoring of Weston Airport	Number of serious breaches of security at major facilities	Each District Officer
Regional Serious Crime Management Team will assist in identifying and targeting links between organised crime gangs and subversive terrorist groups	Number of Subversive gangs profiled Number of Operations to target subversive crime	Individuals involved in organised and serious crime will continue to be targeted through intelligence led operations Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation. Monitoring and Evaluation of ongoing operations and the establishment of new operations to target criminal gangs	Number of Criminal gangs profiled Number of threats identified Increases in the detection rates of Possession of Firearm Offences	Each District Officer D/Supt O' Sullivan

Develop Crisis Incident Management Command Room	Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework	Ongoing development of major emergency management within the DMR West	One Major Emergency Exercises conducted in each Garda District	Each District Officer
Develop intelligence led operations targeting organised crime gangs and utilise all appropriate legislation in targeting those groups		Ongoing liaison with National Support Services (CAB, GNIB and GNDU, GBFI, NBCL, SDU) and Crime & Security in targeting Criminal Gangs		Each District Officer D/Superintendent
Support and Provide training for On Scene Commanders	Number of persons trained in the various functions associated with Major Emergency Management	Number of Persons Trained in the various functions associated with Major Emergency Management increased within the Division	Increase in the number trained in Major Emergency Management skills	Each District Officer
Review Eastern Region Major Emergency Plan and amend the plan as appropriate	Strategic Plan Developed	Conduct a review of all Major Emergency Plans for all identified sites within the Division	Number of plans reviewed	Each District Officer
Develop a Regional Strategic Plan for Emergency Exercises to be conducted in 2011		Implement Strategic Plan For Emergency Exercises	Conduct an increased number of major Emergency Exercises in 2011	Each District Officer

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"> Develop in intelligence led operations to target crime gangs and Human Trafficking Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling Further develop our capability to deal with on street drug dealing and put operations in place to deal with same <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 Drugs Trade by Adults (Action 5 and 7 National Drugs Strategy) 	<p>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)</p>	<p>Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation</p>	<p>Increase in the number of persons arrested and prosecuted for possession and use of prohibited weapons.</p>	<p>Each District Officer</p>
	<p>Number of Intelligence led operations/ searches/ seizures to target the sale of counterfeit goods</p>	<p>Individuals involved in organised and serious crime including Tiger Kidnapping and Cash in Transit robberies will continue to be targeted through intelligence led operations</p>	<p>Increase in the Detection rates for Possession of Firearms Offences</p>	<p>D/Super O' Sullivan</p>
	<p>Operations conducted under Operation Quest(Prostitution/ Human Trafficking)</p>	<p>Ongoing liaison with National Garda Units such as Criminal Assets Bureau, Garda National Immigration Bureau, Special Detective Unit and Garda National Drug Unit in targeting Criminal Gangs</p>	<p>Reduce the incidence of Crime and Criminal Activity in accordance with Organisational Goals</p>	<p>Each District Officer</p>
	<p>Number of detections in relation to sale/ supply of drugs to include operations involving "Grow Houses"</p>	<p>D/Inspector / CIO in each District to supply targets for uploading to ANPR</p>	<p>Increase in detections and seizures of counterfeit goods</p>	<p>Each District Officer</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>Develop operations to target the sale of counterfeit goods and cigarette smuggling</p>	<p>Promote use of technological assets and surveillance in all relevant aspects of Garda Operations</p>	<p>D/Super O' Sullivan</p>	<p>D/Inspector</p>

<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 effective deployment of Divisional Criminal Assets Profilers Further develop our capability to target crime through the crime management team structure at Regional, Divisional and District levels to ensure a co- coordinated response throughout their area in tackling Serious and Organised Crime 	<p>Crime Management Team established in each Division (chaired by Detective Superintendent) and District (chaired by Detective Inspector)</p> <p>Number of persons profiled by Divisional Asset Profilers and Forwarded to Criminal Assets Bureau</p>	<p>Ongoing targeting and profiling of persons involved in Human Trafficking</p> <p>Increased co-operation with other police agencies and implementation of European Arrest Warrants</p> <p>Ongoing targeting and profiling of criminal gangs involved in the sale/supply of drugs</p> <p>Ongoing liaison with National Garda Units such as Criminal Assets Bureau, Garda National Immigration Bureau, Special Detective Unit and Garda National Drug Unit in targeting Criminal Gangs</p>	<p>Training of members in Tackling trafficking in human beings, prevention protection and prosecution</p> <p>Increase in the Detection of importation of drugs, cultivation and manufacture of drugs, possession of drugs for sale or supply through intelligence led operations</p> <p>Monitor strengths of District Drugs Units</p> <p>Increased Numbers in sources been registered with CHIS</p>	<p>McDonnell</p> <p>Each District Officer</p> <p>D/Super O' Sullivan</p>
<p>Target high volume property crime 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 develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft Establish High Visibility Policing operations in Crime Hot Spots Engage with other agencies and communities to develop our response to all crimes 	<p>Decrease in high volume crime</p> <p>Decrease in number of crimes committed against the person</p> <p>Decrease in Retail crime</p>	<p>Crime Managements teams to be established at both Divisional and District Level</p> <p>Ongoing liaison with GBFI and Cab regarding the targeting of Individuals</p> <p>Target High Volume property crime and crimes against the person</p>	<p>Crime Management teams established</p> <p>Train one extra Garda in each District in Fraud Offences</p> <p>Appoint one dedicated CAB liaison Garda in each District</p> <p>Increase in number of prosecutions in serious and organised crime</p> <p>Increase number of CAB profiles developed</p> <p>Inspector appointed to monitor and co-ordinate activity</p> <p>Increased number of European Arrest</p>	<p>Each District Officer</p> <p>D/Super O' Sullivan</p>

<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 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 reoffending by recidivist juveniles 	<p>Increase in detections</p> <p>All notifications to be inserted and updated on Pulse</p> <p>Number of sex offenders managed</p> <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>Number of offenders subject to Case Management</p> <p>Number of Gardaí trained in case management</p>	<p>Ongoing Operations targeting the domestic burglaries, shoplifting and bicycle theft based on the reports of the crime analysis service</p> <p>Garda Crime Analyst Service utilised</p> <p>CHIS Policy monitored and fully implemented</p> <p>Training of members in the examination of Vehicles for prints after thefts from MPV</p> <p>Campaigns at Divisional and local level to heighten Public Awareness in relation to prevention of property crime</p> <p>All notifications inserted and updated on Pulse. Monitor crimes of a sexual/ domestic nature and ensure the Health Service Notified where necessary</p> <p>Inspectors nominated in each district to ensure domestic violence policies are fully implemented</p> <p>Pro – actively manage the sex offenders register</p> <p>Increase the number of Bench, Penal, Distress and Committal warrants executed</p>	<p>Warrants being executed</p> <p>Campaigns mounted in each Garda District.</p> <p>Members trained in all Garda Districts by Garda Technical Bureau. Increase the number of neighbourhood watch/ community alert/ business watch schemes, Hospital Watch, Campus Watch</p> <p>Continue to task Crime Prevention Units with targeting Prolific offenders with a proactive approach to objecting to bail for repeat offenders</p> <p>Increase in detections</p> <p>Number of persons arrested for domestic violence crimes Inspector in each District to monitor and support persons at risk of domestic violence</p> <p>Increase in the Detection rate of Sexual Offences. Sufficient members in each District to be trained as specialist child interviewer Inspector Smyth to oversee all sex offenders managed in DMR West. Visit all sexual offenders on a monthly basis and records visit</p>	<p>Each District Officer</p> <p>D/Super O’Sullivan</p>
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<ul style="list-style-type: none"> Continue to ensure the objective of increasing the effectiveness of Warrants Units 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 Photograph and Fingerprint of Suspects Appoint Inspector at Station level to monitor compliance with Photographing and Fingerprinting suspects 	<p>Allocate responsibility for the management of warrants to named Inspector at Station level</p> <p>Increase warrant execution rates</p> <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>Development of the current case management system in the DMR West</p> <p>All arrested persons photographed and fingerprinted, DNA where legal authority exists and also to increase the number of persons arrested fingerprinted voluntarily</p>	<p>Inspectors nominated in each Garda district to oversee the implementation and expansion of the case management system and target prolific offenders</p> <p>Number of persons subject to case management</p> <p>Sufficient members trained in Case Management</p> <p>Each Station to appoint an Inspector to implement and monitor a programme to increase the number of warrants executed</p> <p>Number of persons photographed and fingerprinted</p> <p>Training of Scenes of Crime in the taking DNA</p>	
Divisional Outcome		Reduced 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
<p>Implementation of Regional Roads Policing Operational Plan 2011</p> <p>Implementation of Divisional Casualty Reduction strategy in cooperation with the Garda Síochána Analysis Service</p> <p>Continued identification of Collision prone locations leading to targeted enforcement of road traffic and road transport legislation</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 inappropriate driver behaviour including organised transport</p> <p>Develop and implement co-ordinated initiatives in areas where speed and Drink Driving are contributory in fatal and Serious Traffic Collisions</p> <p>Increase compliance with speed limits</p> <p>Increase compliance with mobile phone</p>	<p>Reduction in serious injuries and fatal collisions</p> <p>Increased detections for intercept and non – intercept speeding particularly in the 50kph zone</p> <p>Number of speed operations targeting (detections) of HGV's and Buses</p> <p>Number of operations targeting driver behaviour including organised transport</p> <p>Increase in Road Transport detections</p> <p>Number of operations to confront speeding, impaired driving and the non wearing of safety belts</p> <p>Number of MAT Checkpoints</p> <p>Number of persons breath tested</p>	<p>Action the relevant elements of the Regional Roads Operational Plan 2011</p> <p>Develop a plan aimed at reducing deaths and serious injuries in the Division</p> <p>Meet with the local authorities to identify collision prone zones</p> <p>Continue to participate in Tispol Operations</p> <p>Checkpoints in Identified areas</p> <p>Target Small Public Service Vehicles</p> <p>Inter-Agency co-ordination in relation to traffic, road safety and emergency policing</p> <p>Enforcement of MAT Checkpoints in Identified areas</p>	<p>Identification of collision prone zones and actions</p> <p>Reduction of casualties</p> <p>Increased safety of vehicles and their loads</p> <p>Number of Joint operations</p> <p>Regulations and Requirements strictly adhered to</p> <p>Awareness increased</p> <p>Number of prosecutions and checkpoints</p>	<p>Each District Officer Inspector in charge Divisional Traffic</p>

<p>legislation Increase compliance with drink driving legislation</p> <p>Increase compliance with seatbelt wearing</p> <p>Further develop road safety education to schools and colleges</p> <p>Maximise the effective use of technology in both traffic and crime related operations (CCTV, PUMA Speed +ANPR)</p> <p>Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing</p> <p>Ensure that all Roads Policing Incidents and Intelligence entered by members of Traffic Units in the DMR are recorded on Pulse</p>	<p>Number of presentations made to schools/colleges</p> <p>Number of positive hits on ANPR in relation to traffic related offences</p> <p>Number of Intelligence led operations combating both traffic and crime policing</p> <p>All Roads Policing Incidents and Intelligence recorded on Pulse under Operation Bothar</p>	<p>Increase MAT Checkpoints Schools Programme</p> <p>ANPR Trainer in Division</p> <p>Targeted operations involving Traffic and Non Traffic Personnel</p> <p>Increase the number of Crime Related Operations involving Traffic personnel and the use of the ANPR system</p> <p>Continued operation of Operation Balloon targeting <i>Boy Racers</i></p>	<p>Number of classes given</p> <p>Number of operations undertaken</p> <p>Number of targets identified</p> <p>Increased Operations and ANPR detections</p> <p>Increased detections under Operation Balloon</p>	<p>Each District Officer Inspector in charge Divisional Traffic</p>
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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
<p>Enhance community safety through targeted high visibility patrols</p> <p>Full utilisation of all available legislation particularly in relation to underage drinking</p> <p>Conducting test operations to identify outlets selling and supplying alcohol to underage persons</p> <p>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</p> <p>Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime</p> <p>Utilise Anti Social Behaviour Orders and other Behaviour Warnings in appropriate cases</p> <p>Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour</p> <p>Examine results of the most recent public attitude survey to identify Divisional and District priorities</p>	<p>Number of test purchase operations conducted</p> <p>Number of meetings with licensed trade</p> <p>Number of Anti Social Behaviour Orders, Behaviour Warnings, Civil Orders, Good Behaviour contracts and Behaviour Orders under the Criminal Justice Act 2006</p> <p>Number of Adult Cautions administered</p> <p>Public Disorder/ Assaults/ Criminal Damage incidences reduced</p>	<p>Increase Garda visibility in urban centres and known trouble spots at night and on weekends thereby adopting a low tolerance stance in relation to alcohol and drug related anti social behaviour</p> <p>Pro actively enforce the various liquor licensing and Public order legislation available to the Gardai</p> <p>Target public order disorder hot spots</p> <p>Identify trends and patterns in relation to all forms of criminal damage and assaults using the services of the GSAS</p> <p>Prioritise Response of Units to Public Order Calls</p>	<p>Increased presence to reduce incidence and increased Detections in respect of Public Disorder Offences</p> <p>Number of behaviour warnings, civil orders, good behaviour orders under the Criminal Justice Act 2006</p> <p>Number of Licensed premises inspected</p> <p>Number of prosecutions under S4 (1) intoxicating Liquor Act 2003</p> <p>Number of Adult Cautions administered</p> <p>Number of FCPS issued for Public Order Incidents</p>	<p>Each District Officer</p>
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
<p>Further develop the existing community engagement process to ensure participation from our new communities</p> <p>Allocate responsibility to Community Gardai for specific areas in each Garda Sub District</p> <p>Each Division to examine their community strategy with local communities and to effect improvements as appropriate</p> <p>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</p> <p>Continue to work proactively with the Dublin City Local Business Policing Forum</p> <p>Provide problem solving capability training for Gardai deployed in Community Policing</p>	<p>National Model of Community Policing rolled out in every District</p> <p>Divisional communications strategy developed with a focus on electronic communications to all communities</p> <p>Local Policing Fora established in every Local Drugs Task Force area</p> <p>Named member of Inspector rank appointed as Liaison persons for each Local Business Forum area</p> <p>Number of Gardai trained in problem solving</p>	<p>Implement the Garda Model of Community Policing Divisionally and maintain effective liaison with other partner organisations</p> <p>Each member of Community Policing to be allocated a specific area in each Garda Sub District</p> <p>Local Policing Fora to be established in all Drug Task Force areas in conjunction with the Joint Policing Fora</p> <p>Implement training for all Community Police in problem solving</p>	<p>Action the relevant elements of the Regional Model of Community Policing in each Garda District</p> <p>A list of all Community Policing members and allocated area maintained at District and Divisional Offices</p> <p>Superintendent in each Garda District to be nominated to engage in the establishment of Local Policing Fora</p> <p>Number of Community Police trained in problem solving</p>	<p>Each District Officer</p>

<p>Implement National strategies in relation to Diversity, Older people, Youth & Children</p> <p>Put in place specific initiatives to engage positively with young people</p> <p>Maintain and develop Community Policing initiatives throughout the Region</p> <p>Develop a call back mechanism to persons subject of crimes against the person</p> <p>Engage with and support communities with particular emphasis on the vulnerable in society</p> <p>Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter</p>	<p>Inspector appointed in each nominated District to manage training and rollout problem solving approach</p> <p>Action strategies in relation to Diversity, Older people, Youth & Children</p> <p>Number of initiatives in place to engage positively with young people</p> <p>Letter issued to every victim in appropriate case</p> <p>The number of persons of pensionable age, who have been victims of Crime, that have received a visit from their Community Garda and have been given crime prevention strategies and reassurance</p>	<p>Implement National strategies in relation to Diversity, Older people, Youth and Children</p> <p>Increased number of Garda Youth Diversion Projects</p> <p>Advise crime victims in writing in a timely fashion in appropriate cases the contact details of the investigating Garda and the availability of victim support services</p> <p>Each person of pensionable age who is a victim of Crime shall have a community Garda visit with crime prevention strategies and reassurance which will be recorded on pulse</p>	<p>Action the relevant elements of the national strategies in relation to Diversity, Older people, Youth and Children in all Garda Districts</p> <p>Young people diverted from becoming involved in anti-social and/or criminal behaviour through Garda Youth Diversion Programmes</p> <p>Continued support for FAI Late Night Soccer initiative</p> <p>Crime victims contacted in writing advising them of the availability of victim support services</p> <p>100% of persons of pensionable age who are victims of Crime visited and offered crime prevention advice</p>	
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
Work to ensure that rosters more closely match demands for service with resources deployed	Examination of rostering arrangements carried out in each division to identify best fit between resources and demand	Examination of rosters of all units in the DMR West to identify the best availability of resources	Improved resource availability at peak demand times for the DMR West	
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	Implementation recommendations in report from examination of Computer Aided Dispatch system	Implement recommendations for Computer Aided Dispatch System	Improvement in response to calls and resource allocation in the DMR West	
Further develop Regional Warrant Execution Management Team	Member of Inspector rank appointed to the Regional Warrant Execution Management Team at each Garda Station	Inspector in each Station allocated to Regional Warrant Execution Team Increase the number of Bench, Penal, Distress and Committal warrants executed	Each Station to appoint an Inspector to implement and monitor a programme to increase the number of warrants executed	
Ensure the 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	Public order capability maintained in the DMR West at current levels further training provided as required	Public Order Unit strength in the DMR West at optimum levels and available for deployment as required	
Ensure value for money in the management of resources	Policing priorities financed within allocated budgets	Decrease in the number of recorded Service Complaints To continue to monitor financial expenditure in line with budgets to ensure effective application of resources	Reduction in the number of Complaints in 2011 Correct management and control of budgets resulting in no overspend in 2011	

<p>Proactively manage absence through sickness across the DMR</p> <p>Each Division will identify all training deficiencies</p> <p>Develop Problem Solving capability amongst Community Gardai</p> <p>Develop Juvenile Case Management Capability</p> <p>Support the development and rollout of Regional Information Sites on Garda Portal</p> <p>Risk Registers to be completed and updated in accordance with policy</p> <p>Further develop the corporate Risk Matrix</p>	<p>Financial Control Officer appointed in all serious investigations major operations to ensure value for money and prudent financial management</p> <p>District Officer utilise the Sickness Absence Management System (SAMS)</p> <p>Reduction in the number of sick days</p> <p>Report completed on training deficiencies identified and plan developed to address these</p> <p>Appoint Inspector in each District and pilot Problem Solving approach in nominated Districts</p> <p>Risks identified and measures put in place to monitor evaluate and control risks</p> <p>Training carried out at Divisional level in risk management</p> <p>Risk Register completed</p>	<p>Financial Control Officer appointed to each serious investigation to control and report to each District Officer</p> <p>Absence through Sickness managed through the SAM system to ensure optimum deployment of personnel and reduce the numbers of tours of duty lost</p> <p>An audit of all training deficiencies in the DMR West and a training plan drawn up in conjunction with the CPD School for the year 2011. To continue to develop the personal and professional skills of all our staff, Sworn and Unsworn</p> <p>Implement training for all Community Police in problem solving by appointed Inspectors</p> <p>Training to be carried out in Risk Management</p> <p>Risks identified in the DMR West and evaluated so that Risk Register completed</p>	<p>Number of sick days reduced</p> <p>Adequate training provided to all members Sworn and Unsworn to assist them in their duties</p> <p>Number of Community Police trained in problem solving</p> <p>Risk Register completed and monitored and evaluated on an ongoing basis</p>	
<p>Divisional Outcome :Highly motivated people; better service to citizens; more effective use of resources</p>				