



Dublin Metropolitan Region

South Central Division

Divisional Policing Plan

2012

‘Working with our Communities’

FOREWORD

I present the policing plan for the DMR South Central Division (Kevin Street, Kilmainham, Pearse Street, Harcourt Terrace, Donnybrook and Irishtown Garda Stations) for 2012. This plan is guided by An Garda Síochána's Annual Policing Plan 2012 and the policing priorities as determined by the Minister for Justice and Law Reform for 2012.



Core organisational values and the strategic goals from the Strategy Statement 2010 – 2012 will guide Garda actions in the DMR South Central. We are operating in challenging financial times. An Garda Síochána, like many public sector organisations, are undergoing organisational reform. The closure of Harcourt Terrace and reduced opening hours at Donnybrook Garda Stations will present challenges. Staff redeployment and changes to working times will occur, as services to the public are optimised.

Despite the difficult and challenging times we operate in, we will remain steadfast in maintaining a focus on policing local needs and priorities. Through proactive engagement with the business and residential communities and partner agencies we will focus resources and apply problem solving techniques to ensure professional and effective frontline services. Safe and secure communities remains a key priority and the focus of Garda action.

This focussed approach will ensure that the Garda service reflects the priorities and needs of our community. We will work with communities and partner agencies in minimising potential disruptions caused by key events in 2012 such as the 50th International Eucharistic Congress, Soccer and Rugby Internationals, St Patricks Festival and the return of the Tall Ships Races to Dublin. We will prepare for the challenges posed by Ireland hosting the EU Presidency in 2013.

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 2012
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 Equality 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 strategies in relation to drugs, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2012

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, 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 and white collar crime

Policing Communities

To provide a policing service which meets the needs of local communities

Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads 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, and to keep all victims of crime informed about the progress of their cases

Domestic and Sexual Violence

To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs.

Human Trafficking

To prevent and detect human trafficking.

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DMR South Central Divisional Policing Plan 2012

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
Maintain the highest level of security at National Facilities and key locations	No serious breaches of security at National facilities, other high profile/ key locations	Maintain security at National facilities and other high profile/ key locations	No serious breaches of security at National facilities, other high profile/ key locations	<p>Detective Superintendent and each District Officer</p>
Regional plans to tackle dissident republican activities drafted, approved and implemented Regional plans prepared and implemented by Regional Crime Management Team	No serious breaches of security at National facilities, other high profile/ key locations Regional Plans Implemented	Profile key divisional subversive gangs Implement operations against identified targets	Number of profiles produced & circulated. Number of operations to target subversive/terrorist gangs	
RMSU will provide briefings on CHIS in each Division. Training for all CHIS personnel in the use of the CHIS Charter System to be carried out	Increase in referrals to CHIS All CHIS personnel trained.	Liaise with RMSU and arrange briefings on CHIS Train all CHIS personnel in the use of the CHIS Charter System	Increase in referrals to CHIS All personnel trained.	
Ensure that An Garda Síochána work proactively to contribute to implementation of the Inter Agency Major Emergency Management Programme 2012 Conduct an Interagency Regional Risk Assessment to identify consolidated range of hazards in each Division	Inter Agency Major Emergency Management Programme implemented Interagency Regional Risk Assessment conducted and published	Support the implementation of the Inter Agency Major Emergency Management Programme 2012 Examine the training requirements of the various functions and roles associated with Major Emergency Management.	Number of live exercises conducted in collaboration with partner agencies Number of persons trained in various functions associated with major emergency management	
Further develop strategic crisis management capacity through Regional and Divisional Crisis Management Teams Development of the Eastern Region Garda Major Emergency Crisis Management facility.	Regional and Divisional Crisis Management Team established Garda Major Emergency Crisis Management facility developed.	Establishment of a Divisional Crisis Management Team	Divisional Crisis Management Team established Train appropriate number of staff in MEM and Crisis Management	
Review Eastern Region Major Emergency Plans and amend the plans as appropriate to include the completion of site specific toolkits for sites identified in each Division with the potential for a major emergency.	Major Emergency Plans reviewed and number of site specific toolkits completed	Review Major Emergency Plans and amend Divisional plans to include site specific toolkits for sites identified in the DMR SC Division.	Site specific toolkits for sites identified in the DMR SC Division reviewed and amended	
Prepare for key events in 2012 Prepare for EU Presidency 2013	Garda plans and structures in place for all security arrangements for Irelands EU Presidency January – June 2013	Plan for and manage key events occurring in 2012 Prepare for the EU Presidency in 2013	Garda plans and structures in place for all key events in 2012 All security arrangements for Irelands EU Presidency January – June 2013	
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 property crime by:</p> <ul style="list-style-type: none"> Develop Intelligence led operations to target organised crime gangs/human trafficking 	<p>Decrease in high volume crime</p> <p>Decrease in crimes against the person</p>	<p>Develop Intelligence led operations to target organised crime gangs/human trafficking</p>	<p>Decrease in high volume crime</p> <p>Decrease in crimes against the person</p>	<p>Detective Superintendent and each District Officer</p>
<ul style="list-style-type: none"> Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft. 	<p>Increase in detections</p> <p>Decrease in number of crimes committed against the person</p>	<p>Develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft.</p>	<p>Increase in detection rate for domestic burglaries, shoplifting & bicycle theft</p> <p>Decrease in number of crimes committed against the person</p>	
<ul style="list-style-type: none"> Further developing existing consultative arrangements with retail outlets to tackle property crime 	<p>Decrease in Retail Crime</p>	<p>Continue to consult and engage with commercial outlets to tackle property crime</p>	<p>Decrease in property crime</p>	
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Develop Intelligence led operations to target organised crime gangs/human trafficking 	<p>Operations conducted under Operation Quest (Prostitution / Human Trafficking)</p> <p>Increase in detections for offences under the organised crime legislation</p>	<p>Target organised crime gangs engaging in gangland crime and human trafficking.</p> <p>Develop Intelligence led operations to target organised crime</p>	<p>Number of operations to target organised crime gangs which result in investigation files to the DPP</p> <p>Operations conducted under operation Quest</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"> 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>	
<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. 	<p>Intelligence led operations developed and implemented</p>	<p>Target crime through the Divisional Crime Management Team structure ensuring a co-ordinated response throughout the division in tackling serious and organised crime</p>	<p>Intelligence led operations developed and implemented</p> <p>Number of Joint investigations undertaken with Revenue/Customs</p>	

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Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Tackle crimes against the person by:</p> <ul style="list-style-type: none"> Establish High Visibility policing operations in Crime Hot Spots. Engage with relevant agencies and all communities to develop our response to all crimes 	<p>Decrease in high volume crime Reduction in the fear of crime Community Safety Groups established Number of Gardaí trained in problem solving approach</p>	<p>Conduct High Visibility policing operations in identified Crime Hot Spots Engage with relevant agencies and all communities to develop our response to all crimes</p>	<p>Decrease in high volume crime in identified crime hot spots Reduction in the fear of crime Community Safety Groups established Number of Gardaí trained in problem solving approach</p>	<p>Detective Superintendent and each District Officer</p>
<ul style="list-style-type: none"> Continue to risk assess and manage sex offenders 	<p>Number of sex offenders managed</p>	<p>Ensure that every Registered Sex Offender and reported HSE case are investigated and tracked Ensure full engagement with the Health Service Executive.</p>	<p>Sex Offenders managed and full assessed. Full compliance with Children's First Guidelines and HQ Directives</p>	
<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>Appropriate oversight of investigations of domestic/sexual incidents. Provide appropriate support to victims of these crimes</p>	<p>Detection rate for sexual offences increased Appropriate support provide to all victims of these crimes</p>	
<p>Divert young people from crime</p> <ul style="list-style-type: none"> Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings on projects aimed at diverting young people away from criminal activity Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles. Extend Case Management process to include Adults 	<p>Reduced assaults Number of Gardaí trained in problem solving approach Problem Solving Approach implemented in each Division Number of Gardaí trained in Case Management Number of Juvenile and Adult Offenders being Case Managed Adult Case Management introduced</p>	<p>Continue to support projects aimed at diverting young people away from criminal activity Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles. Extend Case Management process to include Adults</p>	<p>Reduction in assaults by young offenders Reduced juvenile crime recidivism Number of Gardaí trained in Case Management Number of Juvenile and Adult Offenders being Case Managed Adult Case Management introduced</p>	
<ul style="list-style-type: none"> Increase the effectiveness of warrant execution across all Districts 	<p>Increase warrant execution rates</p>	<p>Increase the effectiveness of warrant execution across all District</p>	<p>Improved warrant execution rates</p>	
<ul style="list-style-type: none"> Maximise the Photograph and Fingerprint of suspects 	<p>Increase the number of arrested persons invited who provide fingerprints</p>	<p>Maximise the Photograph and Fingerprint of suspects</p>	<p>Percentage of arrested persons photographed and fingerprinted where legal authority exists</p>	
		<p>Maximise the AFIS equipment operating in the division.</p>	<p>Maximise the use of AFIS Increase the number of hits from hits from crime scenes.</p>	
<p>Divisional Outcome: Reduced crime and the fear of crime</p>				

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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 2012</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 2012</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 2012 implemented</p> <p>Reduction in serious injuries and fatal collisions in the DMR South Central division.</p>	<p>Each District Officer</p> <p>and</p> <p>Divisional Traffic Inspector</p>
Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders.	Plan developed	Assist in the implementation of the Dublin Region Traffic Management Plan with stakeholders	Dublin Region Traffic Management Plan implemented in the DMR South Central	
Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012	Number of speed detections of HGV'S and Buses	Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012	Increased speeding detections for goods vehicles and buses particularly in the 30 & 50kph zone	
Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles.	<p>Increase in Road Transport detections.</p> <p>Number of operations performed.</p>	Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles.	Number of operations to confront, speeding, impaired driving and the non wearing of safety belts	
<p>Improve Road Safety through collision analysis and develop Casualty Reduction Plan with particular emphasis on:</p> <ul style="list-style-type: none"> Increased compliance with speed limits Increased compliance with drink/drug driving legislation including Sec. 9 Road Traffic Act 2011 	<p>Divisional Casualty Reduction Plan implemented.</p> <p>Reduction in Fatal and serious injury collisions</p> <p>Increase in the number of Intercept speeding detections.</p> <p>Increase in the number of Non Intercept</p>	<p>Improve Road Safety through collision analysis and divisional Casualty Reduction Plan 2012.</p> <ul style="list-style-type: none"> Increased compliance with speed limits Increased compliance with drink/drug driving legislation including Sec. 9 Road Traffic Act 2011 	<p>Divisional Casualty Reduction Plan implemented.</p> <p>Reduction in Fatal and serious injury collisions</p> <p>Number of operations to confront drink driving, speeding and the none-wearing of safety belts.</p>	

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Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners	
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 Increased monitoring of vehicles by ANPR. Number of operations supported.	Maximise the effective use of technology in both traffic and crime related operations (CCTV+ANPR).	Number of positive hits using ANPR Increased monitoring of vehicles by ANPR. Number of operations supported.	Each District Officer and Divisional Traffic Inspector	
All Traffic Corps members to undergo Criminal Interdiction programme.	All Traffic Corps members up-skilled.	All Traffic Corps members to undergo Criminal Interdiction programme.	All Traffic Corps members trained in Criminal Interdiction programme		
Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations to be conducted Nationally	Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted	Assist DMR Traffic in implementing the School Bus Safety and Pedestrian Road Safety Awareness operations in the DMR South Central	School Bus Safety and Pedestrian Road Safety Awareness operations conducted		
Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes	Number of schools visited. Number of presentations made.	Conduct focused Road Safety presentations to schools/colleges those in areas of highest incidents of collisions/fatalities	Number of schools in identified areas visited. Number of presentations made. Delivery of schools programme to transition year students on a quarterly basis		
Delivery of Restorative Justice Road Safety Programme to youths who have committed Road Traffic Offences	No. of Road Traffic referrals dealt with restoratively	Support the introduction of a Restorative Justice Road Safety Programme to youths who have committed Road Traffic Offences	No. of Road Traffic referrals dealt with restoratively		
Ensure co-ordination of one bi-lateral checkpoint conducted in each Division per week and one multi agency checkpoint conducted in each Region per week	Number of checkpoints co-ordinated and performed.	Conduct one bi-lateral checkpoint per week and support a multi-agency checkpoint as required	Number of bi-lateral checkpoints performed. Number of multi-agency checkpoints performed.		
Divisional Outcome: Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries					

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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
Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime	Public disorder/assaults/criminal damage incidents reduced	Target alcohol and drug related anti social behaviour and youth crime at identified public order hotspots	Public disorder/assaults/criminal damage incidents reduced Number of Adult Cautions for anti social behaviour	Each District Officer
Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of test purchase operations conducted	Continued 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	
Promote greater use of the Garda Agecard to reduce the consumption and sale of alcohol to people under 18 years of age	National Agecard Awareness Campaigns conducted	Promote greater use of the Garda Agecard to reduce the consumption and sale of alcohol to people under 18 years of age	National Agecard Awareness Campaigns conducted in the DMR South Central	
The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour	Number of anti-social behaviour orders and behaviour warnings, civil orders, good behaviour contracts and behaviour orders issued under the Criminal Justice Act 2006	The continued use of behaviour warnings and good behaviour contracts to target anti-social behaviour	Number of anti-social behaviour orders and behaviour warnings, civil orders, good behaviour contracts and behaviour orders issued under the Criminal Justice Act 2006	
Develop information led high visibility patrolling plan in each District.	High Visibility Plans developed and implemented	Enhancing community safety through targeted and planned high visibility patrols	Number of Community Gardaí deployed District high visibility plans developed and implemented	
Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour	Increased feelings of safety in the community.	Fully engage with local communities through Local Policing Fora and Community Safety Fora	Increased feelings of safety in the community. Actions arising from local fora addressed	
Divisional Outcome: Safer and more peaceful local communities				

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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.	Community Safety Groups established	Engage with local communities ensuring the needs of youth and new communities are addressed	Implementation of the Divisional CRM Strategy Youth Initiatives implemented	Each District Officer
Further develop the existing community engagement process to ensure participation from young people.	Number of initiatives in place to engage positively with young people and new communities.	Continue actions towards supporting an ethnically integrated community	Number of ethnic forum meetings Ethnic community interactions	
Establish Community Safety Groups in support of Local Policing Fora	Improved interaction with local communities	Establish Community Safety Groups in support of Local Policing Fora	No. of Community Safety Groups established in support of Local Policing Fora	
Develop the use of Problem Solving Approach in communities	Number of Gardaí trained in problem solving approach Number of non Gardaí trained in Problem Solving Approach	Problem Solving Approach implemented in the DMR South Central Division	Number of Gardaí trained in problem solving approach Number of non Gardaí trained in Problem Solving Approach	
Appoint and Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy	Action strategies developed in relation to Diversity, Older people, Youth & Children	Inspector appointed with responsibility for the implementation of the Garda Older People Strategy	Garda Older People Strategy implemented in the DMR South Central	
Continue to work proactively with the Dublin City Local Business Policing Forum.	Improved interaction with the business community	Continue engagement with the Dublin City Local Business Policing Forum	Improved interaction with the business community Initiatives implemented addressing the concerns of local businesses	
Crime Victims letters to be issued in accordance with existing policy	Improved communication with crime victims	Enhance the divisional CRM Strategy to improve the lines of communication with local communities	Improved communication with crime victims Crime victims kept informed of progress of investigations	
Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert	New Neighbourhood Watch, and Community Alert, guidelines developed within the context of the National Community Policing Model	Continue to implement the divisional policy on community policing	District Community Policing business plans submitted with allocation maps	
Divisional Outcome: Trust and confidence in the Garda service				

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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
Ensure full support of the Performance Management Framework pilot in the “E” District.	Pilot implemented successfully	Continued implementation of the Public Service (Croke Park) Agreement 2010-2014 by;	Successful implementation of the Performance Management Framework pilot in the “E” District.	Detective Superintendent and each District Officer
Ensure full support of the new Roster System	New roster arrangements implemented successfully	<ul style="list-style-type: none"> • Piloting of Performance Management Framework • Support a new roster system 	Minimal disruption caused by introducing new roster arrangements	
Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.	Reduction in absences	Improved early intervention in sickness absences and injury on duty Proactively manage absence through sickness reporting system	Reduction in absences Support the Injury on Duty Policy review	
Ensure effective use of resources	Policing priorities financed within allocated budgets	Ensure effective use of resources	Policing priorities financed within allocated budgets	
Regional Financial Management Policy Implemented	Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	Regional Financial Management Policy Implemented	Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	
Continue to implement the organisational Environmental Strategy	Organisational Environmental Strategy implement	Continue to implement the organisational Environmental Strategy	Realise environmental improvements in Garda stations within the division	
H.Q. Directive 109/11 fully implemented	Provisions contained in HQ 109/11 full implemented..	Achieve standardisation in the initiation of prosecutions, court scheduling, court procedures and monitoring court attendance as per HQ 109/11	Achieve efficiencies in prosecutions of cases before the courts.	
Establish a Divisional Implementation team to manage station closures and reduced opening hours programme.	Divisional Implementation Plan prepared and actioned	Develop a programme to effectively manage station closures and reduced opening hours	Implementation of the Divisional Plan on station closures and reduced opening hours.	
		Develop an effective communication strategy to support the station closure and reduced opening hours programme	Reduced disruption resulting from station closure and reduced opening hours programme	Superintendent Donnybrook
Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources				