

An Garda Síochána



D.M.R. South

Divisional Policing Plan

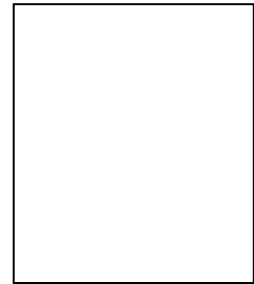
2012

Dublin Metropolitan Region

‘Working with our Communities’

Foreword:

This is the 2012 Policing Plan for the Garda Division of D.M.R. South; encompassing the Garda Districts of Tallaght, Crumlin, and Terenure with respective sub-Districts of Rathfarnham, Sundrive Road and Rathmines. This Plan is drafted to align with the National and Regional Policing Plans of An Garda Síochána and to reflect the third year of the Garda Síochána 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:-

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.

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

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.

Throughout 2012 we will strive to ensure that our 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 2012
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 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.

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
<p>Divisional Officers in consultation with Crime and Security Section to profile dissident republicans in their Division and submit list of targets.</p> <p>Regional plans prepared and implemented by Regional Crime Management Team</p> <p>Ensure that An Garda Síochána work proactively to contribute to implementation of the Inter Agency Major Emergency Management Programme 2012</p> <p>Conduct an Inter agency Regional Risk Assessment to identify consolidated range of hazards in each Division</p> <p>Conduct at least two Regional Major Emergency Planning Exercises from a list of scenarios selected as exemplars on which preparedness is based (i.e. road, rail, marine, air, public event, fire, explosion, CBRN, public health, etc.)</p>	<p>Regional Plans Implemented</p> <p>Inter Agency Major Emergency Management Programme implemented.</p> <p>Inter agency Regional Risk Assessment conducted and published.</p> <p>Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework</p>	<p>Identify and evaluate potential threats to National security within the D.M.R. South Division and counteract any threat identified utilising support from specialist units.</p> <p>Monitor persons with subversive / Islamic militant links - monitor State buildings and maintain liaison with Specialist Units particularly S.D.U.</p> <p>Review and update where appropriate the Divisional Inter Agency Major Emergency Plan.</p> <p>Conduct Inter agency risk assessment in DMR South Division during 2012.</p> <p>Participate in Regional Major Emergency Planning Exercises and update Divisional Plans with learning outcomes.</p>	<p>No terrorist attacks occurring within Division.</p> <p>Number of persons identified, arrested, prosecuted for terrorist / subversive / militant crimes. Number of subversive gangs profiled.</p> <p>Divisional Inter Agency Major Emergency Plan reviewed and updated.</p> <p>Inter agency risk assessment conducted.</p> <p>Number of Major Emergency Planning Exercises participated in.</p>	<p>Each Superintendent</p> <p>Det. Supt. B. Sutton, Crumlin.</p> <p>Det. Insp. Liam Kelly Crumlin.</p> <p>Det. Insp. John Walsh Tallaght.</p> <p>Det. Insp. George McGeary, Terenure.</p> <p>Insp. B. Reynolds.</p>

<p>Conduct a review of Inter Agency Emergency Management Structures in place (historical, financial, human resources, exercises, etc.) aimed at improving the interagency momentum towards MEM.</p> <p>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.</p> <p>Examine the training requirements of the various functions and roles associated with Major Emergency Management.</p> <p>Further develop strategic crisis management capacity through the establishment of a Regional and Divisional Crisis Management Team and the development of the Eastern Region Garda Major Emergency Crisis Management facility.</p>	<p>Review completed and submitted.</p> <p>Major Emergency Plans reviewed and number of site specific toolkits completed</p> <p>Number of training courses developed to be delivered through a three tier process (management, operational and practitioner).</p> <p>Regional and Divisional Crisis Management Team established and Garda Major Emergency Crisis Management facility developed.</p>	<p>Maintain and improve Inter Agency Structures in the Division.</p> <p>Update lists of relevant contact persons, review emergency plans, and emergency equipment available.</p> <p>Allocate personnel to participate in training courses in Major Emergency in 2012.</p> <p>Nominate member of Inspector Rank to represent DMR South on Regional Crisis management Team and to lead Divisional Team.</p>	<p>Number of meetings with other agencies held in 2012.</p> <p>Review/Updates carried out and certified.</p> <p>Number of additional personnel trained in Major Emergency Management.</p> <p>Inspector nominated for this duty.</p>	
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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: Develop intelligence led operations to target property crime and crimes against the person</p>	<p>Decrease in high volume crime</p> <p>Decrease in crimes against the person</p>	<p>Execute intelligence-led operations targeting organised crime gangs / Human Trafficking.</p>	<p>Number of operations to target organised crime gangs.</p> <p>Number of files sent to the D.P.P. per the Criminal Justice (Amendment) Act, 2009. (Organised Crime Gangs).</p>	<p>Each Superintendent</p>
<p>Developing Intelligence led operations to target organised crime gangs / Human Trafficking</p>	<p>Operations conducted under Operation Quest (Prostitution / Human Trafficking)</p>	<p>Identify human trafficking networks and liaise with the Garda National Immigration Bureau in implementing an operational response.</p>	<p>Number of operations /prosecutions re brothels /prostitution, and human trafficking.</p>	<p>Detective Supt. B. Sutton.</p> <p>Det. Insp. Liam Kelly, Crumlin.</p>
<p>Continue to risk assess and manage sex offenders</p>	<p>Number of sex offenders managed</p>	<p>Audit Sex Offender Registers in each District for compliance.</p>	<p>Audit conducted.</p> <p>Number of sex offenders registered/managed.</p>	<p>Det. Insp. John Walsh, Tallaght.</p>
<p>Further developing our capability to deal with on street drug dealing and put operations in place to deal with same</p>	<p>Increase in detections</p> <p>100% of arrested persons photographed and fingerprinted where legal authority exists</p>	<p>Develop initiatives to deal with on street drug dealing and put operations in place to detect offenders.</p>	<p>Number of operations, searches, detections and arrests in relation to sale supply of drugs.</p>	<p>Det. Insp. George McGeary, Terenure.</p>
<p>Establish High Visibility policing operations in Crime Hot Spots.</p>	<p>Increase the number of arrested persons invited to provide fingerprints voluntarily</p>			

<p>Working in co-operation with Criminal Assets Bureau to target and profile criminals utilising proceeds of crime legislation through the effective deployment of Divisional Criminal Asset Profilers.</p> <p>Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings.</p> <p>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> <p>Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft.</p>	<p>Intelligence led operations developed and implemented</p>	<p>Audit of the performance of Divisional Criminal Asset Profilers by D/Superintendent, DMR South.</p> <p>Divisional Asset Profilers to Liaise with the Criminal Assets Bureau with a view to targeting an increased number of criminals with Proceeds of Crime Legislation.</p> <p>Implement Community Relations Programme following liaison with Chief Superintendent, Community Relations.</p> <p>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.</p> <p>Crime trends monitored locally and Crime Analysts reports evaluated with a view to executing timely operations to counteract domestic burglaries, shoplifting and bicycle theft.</p>	<p>Audit conducted by D/Superintendent.</p> <p>Number of prosecutions and/or files forwarded regarding Proceeds of Crime Legislation.</p> <p>Number of school talks given.</p> <p>Divisional and District Crime Management Teams established (chaired by Detective Superintendent and Detective Inspectors).</p> <p>Reduction in high volume crime. Reduction in crimes committed against the person. Reduction in retail crime. Increase in Burglary detections.</p>	
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<p>Engage with relevant agencies and all communities to develop our response to all crimes</p> <p>Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles.</p> <p>Extend Case Management process to include Adults</p> <p>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</p>	<p>Community Safety Groups established</p> <p>Number of Gardaí trained in problem solving approach</p> <p>Number of non Gardai trained in Problem Solving Approach</p> <p>Problem Solving Approach implemented in each Division</p> <p>Number of Gardaí trained in Case Management.</p> <p>Number of Juvenile and Adult Offenders being Case Managed.</p> <p>Adult Case Management introduced</p> <p>Increase warrant execution rates</p>	<p>Community Policing Units, in particular, to attend community meetings and manage issues for resolution.</p> <p>Train Gardai and civilian staff in problem-solving</p> <p>Implement problem solving approach in DMR South.</p> <p>Develop the Case Management System and monitor its success against incidents committed by persistent juvenile offenders.</p> <p>Introduce adult case management system.</p> <p>Inspectors in each Station to continue developing strategies to execute all types of warrants expeditiously.</p> <p>All warrants in existence at the time of the arrest of an offender to be executed simultaneously.</p> <p>Historical warrants that cannot be executed to be cancelled in the courts held monthly for this</p>	<p>Number of community meetings attended.</p> <p>Number of clinics active.</p> <p>Number of Gardaí trained in problem solving.</p> <p>Number of Civilian staff trained in problem solving.</p> <p>Number of Gardai trained in case management</p> <p>Number of case-managed juveniles who re-offend.</p> <p>Number of adults being case-managed.</p> <p>Improved execution rates for the execution of all types of warrants.</p> <p>Decrease in the number of live warrants in existence at station level.</p> <p>Number of historical warrants cancelled.</p>	
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<p>will form an integral part of each District Policing Plan.</p> <p>Maximise the Photographing and Fingerprinting of suspects</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>purpose.</p> <p>Increase the number photographs and fingerprints taken from suspects who are arrested.</p> <p>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.</p> <p>Increase the number of Gardaí trained to take fingerprints / palm prints.</p> <p>Maximum use of A.F.I.S. to solve crime.</p>	<p>All arrested persons photographed and fingerprinted where legal authority exists.</p> <p>Increase the number of arrested persons / suspects invited to provide photographs and fingerprints voluntarily.</p> <p>Number of Gardaí competent to take fingerprints and palm prints.</p> <p>Number of prints taken on AFIS during 2012.</p>	
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Divisional Outcome: Reduced crime and reduced 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 Operations Plan 2012.</p> <p>Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders.</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, with particular emphasis on Small Public Service Vehicles.</p> <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 	<p>Plan implemented</p> <p>Plan developed</p> <p>Number of speed detections of HGV'S and Buses. Increase in Road Transport detections.</p> <p>Number of operations performed.</p> <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>Implement the Regional Roads Policing Operational Plan 2012.</p> <p>Implement the Divisional Casualty Reduction Strategy in cooperation with the Garda Síochána Analysis Service.</p> <p>Rigorous enforcement of the road traffic and road transport legislation in regard to HGVs and Buses.</p> <p>Rigorous enforcement of the road traffic and road transport legislation in regard to small PSVs.</p> <p>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.</p>	<p>Reduced fatal and serious injury collisions.</p> <p>Increase in the number of detections for speeding in 50kph zones especially.</p> <p>Number of operations which target HGV'S and Buses and number of detections.</p> <p>Number of operations which target small PSVs and number of detections.</p> <p>Reduction in all types of accidents / injuries within Collision Prone Zones in accordance with Casualty Reduction Plan.</p>	<p>Each Superintendent</p> <p>Inspector John Lambert, Crumlin.</p> <p>Inspector Thomas Murphy, Tallaght.</p> <p>Inspector Robert Reynolds, Terenure.</p>

<p>drink/drug driving legislation including Sec. 9 Road Traffic Act 2011</p>	<p>Increase in the number of Non Intercept speeding detections.</p> <p>Number of persons breath tested</p>	<p>Increase and execute co-ordinated initiatives at locations where speed / drink driving are contributory factors in fatal and serious traffic collisions.</p>	<p>Numbers of: 1 - operations conducted 2 - speeding detections 3 - impaired drivers arrested 4 – persons found not wearing safety belts 5 - MAT checkpoints performed 6 - person’s breath tested 7 - vehicles seized under Section 41 R.T.A.</p>	
<p>Maximise the effective use of technology in both traffic and crime related operations (PUMA/ANPR+CCTV)</p>	<p>Increased monitoring of vehicles by ANPR. Number of operations supported.</p>	<p>Increase in the number of marked and unmarked traffic patrols.</p> <p>Increased use of ANPR/PUMA & CCTV re traffic policing.</p>	<p>Increased covert and overt traffic patrolling.</p>	
<p>Continue to liaise with GoSafe to ensure effective deployment in DMR.</p>	<p>Collision analysis performed. Locations supplied.</p>	<p>Maintain liaison with and support of GoSafe initiative in the Division.</p>		
<p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations to be conducted .</p>	<p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p>Implement School Bus Safety Operation and Pedestrian Safety Awareness Operation in the DMR South Division.</p>	<p>Certification of Operations conducted.</p>	
<p>Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of</p>	<p>Number of schools visited. Number of presentations made.</p>	<p>Continue and expand road safety education to schools and colleges.</p>	<p>Number of lectures made in schools / colleges.</p>	

collisions/fatalities				
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.	At least one bi-lateral checkpoint conducted in the Division per week	Certification of checkpoints conducted.	

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
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 Number of Adult Cautions administered in relation to anti social behaviour	Improve community safety through targeted high visibility patrols.	Number of high visibility patrols undertaken Number of detections of public order offences. Number of adult cautions for public order offences.	<p style="text-align: center;">Each Superintendent</p> <p style="text-align: center;">Inspector Declan Meade, Crumlin.</p> <p style="text-align: center;">Inspector Ray Blake, Tallaght.</p> <p style="text-align: center;">Inspector Henry Fitzpatrick, Terenure.</p>
Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of test purchase operations conducted	Conducting test purchases of alcohol to identify outlets selling alcohol to underage persons.	Number of test purchases of alcohol.	
Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour	Number of meetings with licensed trade.	Maintain liaison with Licensees to ensure a partnership approach in dealing with anti social behaviour.	Number of meetings with the Licensed Trade.	
Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases	Number of Anti-Social Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour Orders issued under the Criminal Justice Act 2006	Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases.	Number of Anti-Social Behaviour Orders and Behaviour Warnings etc issued in 2012.	

<p>Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour</p> <p>Develop information led high visibility patrolling plan in each District.</p>	<p>High Visibility Plans developed and implemented</p>	<p>Increased contact with local communities aimed at reducing public disorder.</p> <p>Use Crime Analyst data to guide policing initiatives.</p>	<p>Number of specific issues affecting local communities targeted and audit of same.</p> <p>Certificated monitoring and review of policing initiatives in each District.</p>	
<p>Divisional Outcome: Safer and more peaceful local communities.</p>				

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>Further develop the existing community engagement process to ensure participation from young people.</p> <p>Establish Community Safety Groups in support of Local Policing Fora.</p> <p>Develop the use of Problem Solving Approach in communities.</p> <p>Appoint and Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy</p> <p>Continue to work proactively with the Dublin City Local Business Policing Forum.</p>	<p>Community Safety Groups established</p> <p>Number of initiatives in place to engage positively with young people and new communities.</p> <p>Number of Gardaí trained in problem solving approach</p> <p>Number of non Gardaí trained in Problem Solving Approach</p> <p>Problem Solving Approach implemented in each Division</p> <p>Action strategies developed in relation to Diversity, Older people, Youth & Children</p>	<p>Develop the existing community engagement process to ensure participation from our new communities.</p> <p>Establish Community Policing in areas where it is non existent.</p> <p>Introduce Garda “Open Day” Events in each District.</p> <p>Train additional Gardai and Civilian staff in problem solving.</p> <p>Sub districts to be sub divided into defined geographical areas with a Community Garda assigned specific responsibility for each area.</p> <p>Designated Inspector in the DMR South Division appointed to implement the Garda Older People Strategy</p> <p>Continue to work proactively with Local Business Policing Forum.</p>	<p>Extent of participation by new communities.</p> <p>Number of new Community Policing Schemes launched.</p> <p>Number of additional Gardai and Civilian staff trained in problem solving</p> <p>Local communities can identify their Community Garda more readily.</p> <p>Report from designated Inspector at end of 2012.</p> <p>Number of specific initiatives pursued in each Garda District.</p>	<p>Each Superintendent</p> <p>Inspector Declan Meade, Crumlin.</p> <p>Inspector Ray Blake, Tallaght.</p> <p>Inspector Noreen McBrien, Terenure.</p>

<p>Crime Victims letters to be issued in accordance with existing policy</p>		<p>Put victims of crime in contact with victim support organisations.</p>	<p>Letters 1 and 2 to be issued in appropriate cases</p>	
<p align="center">Divisional Outcome : Trust and confidence in the Garda Service</p>				

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	Not directly applicable within DMR South	Not directly applicable within DMR South	
Ensure full support of the new Rostering system		Implement new rostering system within DMR South Division.	New Rostering system implemented.	Each Superintendent
Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.	Reduction in absences	Strict monitoring of absences and recording of same on SAMS and liaison with Human Resource Management and Employee Assistance Service.	Compliance with SAMS reporting criteria. Number of employees on long-term absence in each District.	Insp. Stephen Gavin, Crumlin. Inspector Ray Blake, Tallaght.
Ensure effective use of resources	Policing priorities financed within allocated budgets	Weekly monitoring and regulation of budgetary allocation.	Adherence to budget allocation. Percentage over/under spend.	Inspector John Sheridan, Rathmines.
Regional Financial Management Policy Implemented	Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	Financial Control Officer to be appointed by District Officer in all serious investigations / major operations	Number of operations where a Financial Control Officer was appointed in 2012.	
Continue to implement the organisational Environmental Strategy	Divisional Implementation Plan prepared and actioned.	Increase awareness of Environmental Strategy at PAF and senior management briefings.	Compliance with Environmental Strategy Reduction in energy utilised.	

<p>H.Q. Directive 109/11 fully implemented</p> <p>Establish a Divisional Implementation team to manage station closures and reduced opening hours programme.</p> <p>Ensure an effective internal and external communications strategy is developed to support the station closure and reduced opening hours programme.</p>		<p>District Officers will ensure that HQ 109/11 is adhered to and that only cases which satisfy the criteria set out progress to court by Charge Sheet/Summons.</p> <p>Superintendent, Terenure to manage and implement reduced opening hours of Terenure Station at night time.</p> <p>Superintendent, Crumlin to manage and implement reduced opening hours of Sundrive Road Station at night time.</p> <p>Superintendent, Terenure to manage all aspects of the communication to the public (and to members of An Garda Síochána) of the reduction of opening hours of Terenure Station at night time.</p> <p>Superintendent, Crumlin to manage all aspects of the communication to the public (and to members of An Garda Síochána) of the reduction of opening hours of Sundrive Road Station at night time.</p>	<p>Certification by each district Officer that HQ 109/11 is being complied with.</p> <p>Compliance with An Garda Síochána Policy regarding reduced hours at night time in Terenure Station.</p> <p>All internal and external stakeholders aware of the change to reduced opening hours at night time.</p>	
<p>Divisional Outcome :Highly motivated people; better service to citizens; more effective use of resources.</p>				

Contact Details - An Garda Síochána - D.M.R. (South) Division	
<p>Chief Superintendent John Manley, An Garda Síochána, Crumlin, Dublin 12.</p>	<p>Telephone. 01 - 6666292 Fax 01 - 6666299 E Mail crumlin_dv_@garda.ie Garda Website www.garda.ie</p>
<p>Superintendent Peter O'Boyle An Garda Síochána, Crumlin, Dublin 12.</p>	<p>Telephone. 01 - 6666280 Fax 01 - 6666299 E Mail crumlin_ds@garda.ie Garda Website www.garda.ie</p>
<p>Superintendent Eamon Dolan An Garda Síochána Tallaght, Dublin 24</p>	<p>Telephone. 01 - 6666080 Fax 01 - 6666024 E Mail tallaght_ds@garda.ie Garda Website www.garda.ie</p>
<p>Superintendent Lorraine Wheatley, An Garda Síochána, Terenure, Dublin 6W.</p>	<p>Telephone. 01 - 6666480 Fax 01 - 6666440 E Mail terenure_ds@garda.ie Garda Website www.garda.ie</p>