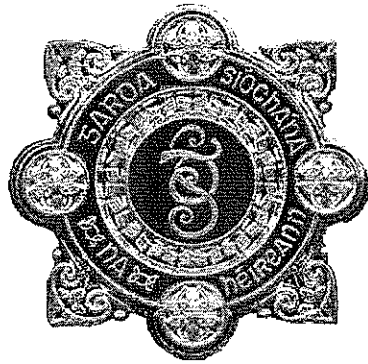


# **An Garda Síochána**



## **Annual Policing Plan 2008** **D.M.R. (East) Garda Division**

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# **An Garda Síochána Strategic Goals 2008**

## **1 - National and International Security**

To maintain National and International Security.

## **2 – Crime**

To significantly reduce the incidence of crime and criminal behaviour.

## **3 - Traffic**

To significantly reduce the incidence of fatal and serious injuries and improve road safety.

## **4 - Public Order**

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities.

## **5 - Ethnic and Cultural Diversity**

To provide equal protection and appropriate service, while nurturing mutual respect and trust.

## **6 - Community Engagement**

To build a Garda service that reflects the needs and priorities of the people in Ireland.

*Foreword by Chief Superintendent David Roche*

The D.M.R. East Garda Division Policing Plan is based upon the six strategic goals set out in the DMR Policing Plan 2008 and the National Policing Plan 2008. This is the second year of a three year cycle towards the implementation of the Garda Síochána Corporate Strategy 2007-2009. An Garda Síochána's Corporate Strategy 2007-2009 sets out the Vision, Mission, Values and Strategic Imperatives which is the foundation on which we will pursue our Strategic Goals. Within that framework the D.M.R. East Garda Division Policing Plan sets out the priorities for the policing of this Division over the next 12 months.



Policing Plans for Dun Laoghaire (F), Bray (N) and Blackrock (W) Garda Districts are drawn up using the framework of the Divisional, Regional and National Policing Plans with particular emphasis placed on their specific District needs.

The policing of our society is best achieved through a partnership process involving the Garda Síochána and the democratically elected representatives of the people in conjunction with the community, voluntary and business sectors. Each of these partners has their own distinctive perspective and inputs to offer. My primary objective is to strengthen our links with the community we serve by developing partnerships through meaningful consultation and listening to their concerns to support the shared objectives of delivering an improved Garda Service.

Our success will ultimately be measured by the Community we serve. I recognise that that the Public expects high levels of service from each personal contact with every Garda member in this Division and we will strive to fulfill these expectations. I am committed to delivering a professional policing service based on engagement with the community by building our capacity and capability to perform all our policing activities to the highest attainable Professional, Ethical and Human Rights standards.

I welcome and encourage feedback from my Divisional Personnel on any aspect of the Policing Plan now being embarked on for 2008.

**Chief Superintendent**

**D. H. Roche**

## Goal One – National & International Security

### *To maintain National & International Security*

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Each threat received in relation to national and international security to be assessed at a Divisional level, categorised and recorded.</li> <li>Profile completed in respect of each group and individual suspected of posing a threat to national/international security.</li> </ul>	<ul style="list-style-type: none"> <li>100% of identified threats, assessed, categorised and recorded</li> <li>100% of identified groups and individuals profiled</li> <li>Number of operational plans devised to deal with each threat received</li> <li>Review of operational plans carried out on a monthly basis in relation to each threat received</li> </ul>	<ul style="list-style-type: none"> <li>Identify, record and assess each threat to National and International Security received within the Division</li> </ul>	<ul style="list-style-type: none"> <li>List the number of Embassies and residences <i>every Q.</i></li> <li>The number of threat assessments completed in respect of Embassies and their residences <i>every Q.</i></li> <li>The number of operational plans devised to deal with each threat received <i>every Q.</i></li> <li>The number of groups and individuals identified and profiled <i>every Q.</i></li> <li>The number of operations initiated against identified targets <i>every Q.</i></li> <li>Review of operational plans carried out on a monthly basis in relation to each threat received <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Identify and monitor all targets with subversive/Islamic militant links.</li> <li>Constant liaison and cooperation with SDU in relation to each identified target.</li> </ul>	<ul style="list-style-type: none"> <li>100% of operations against identified targets initiated</li> <li>Number of individuals arrested and prosecuted for terrorist/subversive/Islamic militant offences</li> <li>The number of operations actioned against persons suspected of having terrorist/subversive/Islamic militant links</li> </ul>	<ul style="list-style-type: none"> <li>Initiate responses to identifiable subversive/Islamic militant threats</li> </ul>	<ul style="list-style-type: none"> <li>The number of threat assessments completed in respect of Islamic militant targets <i>every Q.</i></li> <li>The number of operational plans devised to deal with each threat received <i>every Q.</i></li> <li>The number of operations actioned against persons suspected of having terrorist/subversive/militant links <i>every Q.</i></li> <li>The number of individuals arrested and prosecuted for Islamic militant offences <i>every Q.</i></li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>National Critical Infrastructure Security Plan implemented regionally.</li> </ul>	<ul style="list-style-type: none"> <li>National Critical Infrastructure Security Plan implemented Regionally</li> <li>Conduct at least one live Emergency Exercise and/or one table-top Emergency Exercise per Division by Q4</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Critical Infrastructure Security Plan within the Division</li> <li>Enhance the Division's capability to anticipate and respond proactively to national and international threats</li> </ul>	<ul style="list-style-type: none"> <li>The National Critical Infrastructure Security Plan implemented within the Division <i>every Q.</i></li> <li>Conduct at least one live Emergency Exercise and/or one table-top Emergency Exercise within the Division by Q4.</li> <li>The number of emergency plans reviewed and updated <i>every Q.</i></li> <li>Review the security arrangements of the Central Bank Sandyford and conduct a threat assessment <i>by Q3.</i></li> <li>Review the security arrangements of Dun Laoghaire Harbour and conduct a threat assessment <i>by Q2.</i></li> <li>Review the Operation Briefing Order for the Carlisle Grounds and conduct a threat assessment <i>by Q2.</i></li> <li>Review the Operation Briefing Order for Leopardstown Race Course and conduct a threat assessment <i>by Q3.</i></li> <li>Quarterly briefings with SDU at Divisional Level <i>every Q.</i></li> <li>Number of briefings with SDU at District Level on dissident/paramilitary activity within the Division/Districts <i>every Q.</i></li> <li>Every CPD core programme course will continue to have an input from SDU <i>every Q.</i></li> <li>In conjunction with SDU identify any radical extremists living or working in the Division <i>every Q.</i></li> <li>Maintain list of Radical Extremists <i>every Q.</i></li> <li>Number of operations initiated against identified targets <i>every Q.</i></li> <li>Criminal Intelligence Officers will maintain list of Subversives <i>every Q.</i></li> <li>Number of persons arrested for subversive activity <i>every Q.</i></li> <li>Number of persons prosecuted for subversive activity <i>every Q.</i></li> </ul>
<b>Divisional Outcome:</b> <i>All threats against the State's national and international security contained to ensure a secure democracy</i>			

## Goal Two – Crime

*- To significantly reduce the incidence of crime and criminal behaviour*

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Implement the National Crime Prevention Strategy in each Division.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy commenced</li> </ul>	<ul style="list-style-type: none"> <li>Implement the National Crime Prevention Strategy within the Division.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy commenced.</li> </ul>
<ul style="list-style-type: none"> <li>Utilise forensic evidence obtained by the Scenes of Crime Investigators</li> </ul>	<ul style="list-style-type: none"> <li>5% increase in the number of detections achieved as a result of forensic examinations</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the Forensic and Investigative capability within the Division</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the current level of accredited scenes of crime examiners <i>every Q.</i></li> <li>5% increase in the number of detections achieved as a result of forensic examinations <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>100% of arrested persons photographed and fingerprinted where legal authority exists.</li> <li>Other arrested persons invited to provide fingerprints voluntarily.</li> <li>Increased training in the taking of fingerprints and photographs.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of arrested persons photographed and fingerprinted</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the Garda Stochana's serious crime investigation capacity</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of arrested persons photographed and fingerprinted <i>every Q.</i></li> <li>Develop Divisional programmes/seminars to enhance the investigation techniques of all personnel <i>by Q2.</i></li> <li>Review the number of SIOs trained within the Division <i>every Q.</i></li> <li>Review the number of Divisional personnel trained in specialist crime techniques <i>every Q.</i></li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Organised crime will continue to be targeted/combated through Operations Anvil and Delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Review of Operations Anvil and Delivery carried out at Regional level each fortnight with intelligence led and targeted operational Anvil Plan developed and actioned</li> <li>5% increase in Operation Anvil Firearm prevention patrols</li> </ul>	<ul style="list-style-type: none"> <li>Target groups and individuals engaged in gun crime within the Division.</li> </ul>	<ul style="list-style-type: none"> <li>The number of authorised firearms personnel who receive tactical training <i>every Q.</i></li> <li>Increase by 5 % the number of Operation Anvil Firearms Patrols <i>every Q.</i></li> <li>Increase by 5% the number of firearms seized <i>every Q.</i></li> <li>2% reduction in incidents involving the use of firearms <i>every Q.</i></li> <li>The number of operations initiated against identified criminal targets <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within the State</li> </ul>	<ul style="list-style-type: none"> <li>5% increase in intelligence-led operations against drug, gun and human trafficking networks</li> <li>5% increase in intelligence-led operations against street level drug dealers including those who have a propensity for violence</li> <li>Relevant sections of the National Drugs Strategy implemented</li> <li>Number of targeted operations against individuals and groups involved in drug trafficking and gun crime</li> <li>Each Division to develop and implement monthly action Plans in relation to street drug dealing/use</li> <li>5% increase in Section 15 and Section 3 (Misuse of Drugs Act) drug seizures</li> <li>5% increase in drugs searches of premises</li> </ul>	<ul style="list-style-type: none"> <li>Develop intelligence-led operations against groups and individuals engaged in the trafficking/sale of illegal drugs, guns and trafficking of immigrants within the Division.</li> </ul>	<ul style="list-style-type: none"> <li>5% increase in intelligence-led operations against drug, gun and human trafficking networks <i>every Q.</i></li> <li>5% increase in intelligence-led operations against street level drug dealers including those who have a propensity for violence <i>every Q.</i></li> <li>Relevant sections of the National Drugs Strategy implemented <i>every Q.</i></li> <li>Number of targeted operations against individuals and groups involved in drug trafficking and gun crime <i>every Q.</i></li> <li>Each district to develop and implement Monthly Action Plans in relation to street drug dealing/use <i>every Q.</i></li> <li>5% increase in Section 15 and Section 3 (Misuse of Drugs Act) drug seizures <i>every Q.</i></li> <li>5% increase in drugs searches of premises <i>every Q.</i></li> </ul>



Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>• Increase the number of intelligence reports submitted</li> <li>• Crime trend patterns identified in each Division and corrective action developed.</li> </ul>	<ul style="list-style-type: none"> <li>• 10% increase in number of registered intelligence sources</li> <li>• 10% increase in the number of intelligence reports on PULSE</li> <li>• At least one operation per District bi-monthly to target street crime</li> <li>• Trends identified and corrective action taken</li> <li>• 2% increase in the number of intelligence bulletins circulated</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Division's intelligence gathering and crime analysis capability to target prevent and solve crime</li> </ul>	<ul style="list-style-type: none"> <li>• 10% increase in number of registered intelligence sources <i>every Q.</i></li> <li>• 10% increase in the number of intelligence reports on PULSE <i>every Q.</i></li> <li>• At least one operation per District bi-monthly to target street crime <i>every Q.</i></li> <li>• 2% increase in the number of intelligence bulletins circulated by the Criminal Intelligence Officers <i>every Q.</i></li> <li>• The number of briefings by Criminal Intelligence Officers to weekly management meetings <i>every Q.</i></li> <li>• Review the number of trained Divisional Criminal Asset Profilers <i>every Q.</i></li> <li>• The number of monthly crime trends and patterns identified and disseminated to all Districts <i>every Q.</i></li> <li>• Develop the current use of pin mapping to enhance Intelligence-led initiatives to reduce headline crime by deploying resources to strategically targeted locations <i>every Q.</i></li> <li>• Develop monthly presentations for Divisional Management utilising pin-mapping to analyse crime patterns / trends, hot spotting, volume, displacement etc <i>every Q.</i></li> <li>• Number of operations initiated using information analysed through Pin-Mapping <i>every Q.</i></li> </ul>

National Actions	Regional Actions	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Each Division develops specific action plans to reduce nominated categories of high volume crime</li> </ul>	<ul style="list-style-type: none"> <li>Divisional Crime reduction strategies implemented <i>Q1</i></li> <li>5% reduction achieved (<i>Thefts from Shops</i>)</li> <li>10% reduction achieved (<i>Theft Other</i>)</li> <li>10% reduction achieved (<i>Fraud</i>)</li> <li>2% reduction achieved (<i>Burglary</i>)</li> <li>10% reduction achieved (<i>Theft from MPV</i>)</li> <li>Overall detection rate increased by 2%</li> <li>Overall headline crime reduced by 2%</li> <li>Number of Adult Cautions administered</li> </ul>	<ul style="list-style-type: none"> <li>Develop specific action plans to reduce nominated categories of high volume crime within the Division</li> </ul>	<ul style="list-style-type: none"> <li>Divisional Crime reduction strategies implemented <i>Q1</i>.</li> <li><b>All headline crime reduced by 2% every <i>Q</i>.</b></li> <li>Overall <b>detection rate</b> increased by 2% every <i>Q</i>.</li> <li>5% reduction in <i>Thefts from Shops</i> every <i>Q</i>.</li> <li>10% reduction in <i>Theft Other</i> every <i>Q</i>.</li> <li>10% reduction in <i>Fraud</i> every <i>Q</i>.</li> <li>2% reduction in <i>Burglary</i> every <i>Q</i>.</li> <li>10% reduction in <i>Theft from MPV</i> every <i>Q</i>.</li> <li>2% reduction in <i>unauthorised takings of MPV's</i> every <i>Q</i>.</li> <li>2% reduction in <i>robberies</i> every <i>Q</i>.</li> <li>2% reduction in <i>criminal damage</i> every <i>Q</i>.</li> </ul>
		<ul style="list-style-type: none"> <li>To make the best use of the opportunities afforded by alternative sanctions allowed within the criminal Justice System.</li> </ul>	<ul style="list-style-type: none"> <li>Number of adult cautions every <i>Q</i>.</li> <li>Number of referrals to National Juvenile Office every <i>Q</i>.</li> <li>Number of restorative justice meetings under the JLO scheme every <i>Q</i>.</li> </ul>
		<ul style="list-style-type: none"> <li>Crime Prevention Security Assessments.</li> </ul>	<ul style="list-style-type: none"> <li>The number of security assessments by the Crime Prevention Officer in respect of commercial/residential premises every <i>Q</i>.</li> </ul>
		<ul style="list-style-type: none"> <li>Text Alert Scheme for Retail Premises.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the benefits of a Text Alert Scheme for retail premises in primary retail locations within the Division by <i>Q1</i>.</li> </ul>
		<ul style="list-style-type: none"> <li>1<sup>st</sup> Responder "Aid Memoir"</li> </ul>	<ul style="list-style-type: none"> <li>Develop an "Aid Memoir" for the 1<sup>st</sup> responder to the scene of Headline Incidents by <i>Q4</i>.</li> </ul>
		<ul style="list-style-type: none"> <li>Table Top Reminder Cards /Beer Mats for Licensed Premises.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with the LVA etc to devise initiatives to combat the lost/theft of Mobile Phones and Handbags from Licensed Premises and Town Centre Shops by <i>Q3</i>.</li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Quality audit of Section 2 Bail applications</li> <li>Increase the number of bench, penal/distress and committal warrants executed.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Sergeants in each Division to manage High Court Bail applications <i>Q1</i></li> <li>Section 2 Bail applications streamlined</li> </ul>	<ul style="list-style-type: none"> <li>Profile and Targeting of Repeat Offenders.</li> <li>Ensure the swift execution of committal, bench and penal warrants.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint sergeants in each District to manage High Court Bail applications <i>Q1</i>.</li> <li>Section 2 Bail Applications made where required <i>every Q</i>.</li> <li>Profile known recidivists operating in the Division and distribute photographic bulletins for the information of Divisional Personnel <i>every Q</i>.</li> <li>10% increase <i>every Q</i> in the number of               <ul style="list-style-type: none"> <li>Bench warrants executed</li> <li>Penal Warrants/Distress executed</li> <li>Committal warrants executed</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Review and re-align the terms of Operation Search</li> </ul>	<ul style="list-style-type: none"> <li>Operation Search reviewed <i>Q2</i></li> </ul>	<ul style="list-style-type: none"> <li>Review the implementation of Operation Search within the Division</li> </ul>	<ul style="list-style-type: none"> <li>Operation Search reviewed <i>Q2</i>.</li> </ul>
<ul style="list-style-type: none"> <li>Begin the process of expanding the case management system for juveniles and adults in every DMR Division.</li> </ul>	<ul style="list-style-type: none"> <li>Expand case management system</li> </ul>	<ul style="list-style-type: none"> <li>Implement the case management system for juveniles and adults in the Division</li> </ul>	<ul style="list-style-type: none"> <li>Expand case management system.</li> </ul>
<ul style="list-style-type: none"> <li>Appoint an Inspector in each Division with responsibility for arranging the monitoring of current and newly identified sex offenders</li> </ul>	<ul style="list-style-type: none"> <li>Monitor sex offenders to ensure their compliance with terms of the Sexual Offenders Act 2001</li> <li>Utilise community Gardaí to monitor the movement of sex offenders</li> <li>Inspector appointed in each Division with responsibility for monitoring of sex offenders <i>Q1</i></li> </ul>	<ul style="list-style-type: none"> <li>Manage the risk posed by sex offenders registered within the Division</li> </ul>	<ul style="list-style-type: none"> <li>Monitor sex offenders to ensure their compliance with terms of the Sexual Offenders Act 2001 <i>every Q</i>.</li> <li>Utilise community Gardaí to monitor the movement of sex offenders <i>every Q</i>.</li> <li>Appoint an Inspector within the Division with responsibility for monitoring of sex offenders <i>Q1</i>.</li> <li>Conduct one Seminar for Divisional Garda Management on the Sexual Offenders Act 2001 <i>by Q3</i>.</li> </ul>
<b>Divisional Outcome: Overall Crime reduced by 2% and Overall detection rate increased by 2% in the DMR</b>			

**Goal Three – Traffic**  
*To significantly reduce the incidence of fatal and serious injuries and improve road safety*

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Targeted enforcement of Road Traffic Legislation at identified Hotspots to detect and prevent speeding, drink driving, seatbelts and other Road Transport offences</li> </ul>	<p><i>10% increase in;</i></p> <ul style="list-style-type: none"> <li>Speeding detections</li> <li>Detections for driving while intoxicated</li> <li>Road Transport Offence detections</li> <li>The number of persons breath tested on the roadside</li> <li>Detections in MAT checkpoints</li> </ul> <p><i>5% increase in:</i></p> <ul style="list-style-type: none"> <li>Detections in Non-wearing of seatbelts</li> <li>Detections in mobile phone use offences while driving</li> <li>5% reduction in Fatal and Serious Injury Traffic Collisions achieved</li> </ul>	<ul style="list-style-type: none"> <li>Targeted enforcement of Road Traffic and Road Transport Legislation within the Division</li> </ul>	<ul style="list-style-type: none"> <li>10% increase speeding detections <i>every Q.</i></li> <li>10% increase driving while intoxicated <i>every Q.</i></li> <li>10% increase Road Transport offence detections <i>every Q.</i></li> <li>10% increase Traffic Light offence detections <i>every Q.</i></li> <li>10% increase in the number of MAT Checkpoints <i>every Q.</i></li> <li>10% increase in the number of Mandatory Alcohol Tests conducted <i>every Q.</i></li> <li>The number of detections at MAT checkpoints <i>every Q.</i></li> <li>10% increase in the number of detections for careless and dangerous driving <i>every Q.</i></li> <li>10% increase in the number of vehicles seized under Section 41 <i>every Q.</i></li> <li>5% increase detections in seatbelt offences <i>every Q.</i></li> <li>5% increase detections in mobile phone use offences while driving <i>every Q.</i></li> <li>5% reduction in Fatal and Serious Injury Traffic Collisions achieved <i>every Q.</i></li> <li>The number of interactions with Local Authorities, NRA, Dublin Bus, Luas, Dart, Lamrod Eireann <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Develop an intelligence led approach to the detection of drug driving offences</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in drug driving detections as a result of intelligence based operations <i>every Q.</i></li> </ul>	<ul style="list-style-type: none"> <li>Develop intelligence operations to detect drug driving offences</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in drug driving detections as a result of intelligence based operations <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Implement the DMR Roads Policing Operations Plan 2008</li> </ul>	<ul style="list-style-type: none"> <li>The DMR Roads Policing Operations Plan 2008 implemented</li> </ul>	<ul style="list-style-type: none"> <li>Implement the DMR Roads Policing Operations Plan 2008</li> </ul>	<ul style="list-style-type: none"> <li>The DMR Roads Policing Operations Plan 2008 implemented.</li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Implement Operation Artery 2008</li> </ul>	<ul style="list-style-type: none"> <li>Operation Artery 2008 implemented</li> </ul>	<ul style="list-style-type: none"> <li>As part of operation artery deploy motorcyclists on the three main arteries through the Division at peak times.</li> </ul>	<ul style="list-style-type: none"> <li>Deploy motorcyclists to keep the three main arteries free of obstruction where attainable <i>every Q</i></li> <li>Number of operations targeting Road Traffic Nuisances (i.e. paper vendors, windscreen washers etc.)</li> </ul>
<ul style="list-style-type: none"> <li>Intelligence-led initiatives to identify engage and target errant young drivers.</li> <li>Target hot spots where offending young drivers congregate.</li> </ul>	<ul style="list-style-type: none"> <li>Each Division to prepare and implement one plan per quarter focusing on errant young drivers utilising local intelligence</li> <li>10% Reduction in Fatal Collisions involving drivers in the 17-26 year age group</li> <li>10% Reduction in Serious Injury Traffic Collisions involving drivers in the 17-26 year age group</li> </ul>	<ul style="list-style-type: none"> <li>Develop operations targeting offending young drivers.</li> <li>Target hotspot areas for intensive traffic patrolling</li> </ul>	<ul style="list-style-type: none"> <li>Develop one District plan per quarter focusing on errant young drivers utilising local intelligence <i>every Q</i></li> <li>10% Reduction in Fatal Collisions involving drivers in the 17-26 year age group <i>every Q</i></li> <li>10% Reduction in Serious Injury Traffic Collisions involving drivers in the 17-26 year age group <i>every Q</i></li> <li>Number of Detections for modified vehicles in contravention of Regulations under the Road Traffic Acts.</li> <li>Number of targeted hotspot areas patrolled</li> </ul>
<ul style="list-style-type: none"> <li>Deploy additional manpower and transport to Divisional Traffic Units in line with national Traffic policy.</li> <li>Review and standardised rosters for Regional and Divisional Traffic Units in the DMR</li> </ul>	<ul style="list-style-type: none"> <li>Regional and Divisional Traffic Units increased in line with Commissioner policy</li> <li>Increase number of vehicles allocated to Traffic Corps in line with planned transport model</li> <li>Rosters Reviewed &amp; Standardised <i>Q4</i></li> </ul>	<ul style="list-style-type: none"> <li>Review the composition of the Divisional Traffic Unit</li> <li>Increase the Division's Capability in Traffic Policing</li> </ul>	<ul style="list-style-type: none"> <li>Divisional Traffic Units increased in line with Commissioner's policy <i>every Q</i></li> <li>Enhance the quality of fatal and serious injury traffic accident investigation files <i>every Q</i></li> <li>Promote the Safe driving Award Scheme among Divisional personnel H.Q. Directive 28/03 <i>every Q</i></li> <li>Conduct weekly inspections of the Divisional Fleet to ensure it is maintained to the highest safety standards, roadworthy, clean and in a serviceable condition <i>every Q</i></li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Carry out a detailed Review of Collision Prone Zones within the Region</li> <li>Correct bad driver behaviour</li> </ul>	<ul style="list-style-type: none"> <li>100% of Collision Prone Zones review completed, plans developed and actioned <i>Q2</i></li> <li>Bad driver behaviour corrected with an increase of 5% in all categories of FCPS offences</li> </ul>	<ul style="list-style-type: none"> <li>Review of Collision Prone Zones within the Division</li> <li>Utilise automated technology to enhance Traffic Operations</li> <li>M11 Incident Management</li> </ul>	<ul style="list-style-type: none"> <li>100% of Collision Prone Zones review completed plans developed and actioned <i>Q1</i>.</li> <li>Number of detections in Collision Prone Zones <i>every Q</i>.</li> <li>10% increase in use of F.C.P.S <i>every Q</i>.</li> <li>Review the feasibility of utilising electronic signs along the M50/M11/N11 to inform motorists of delays/accidents.</li> <li>Develop strategies that the average time from receiving a report of a serious incident to the conclusion of Garda activity that disrupts traffic movement on the M50/M11/N11 will not exceed 90 minutes.</li> </ul>
<ul style="list-style-type: none"> <li>Road Safety Awareness Communications Programme implemented regionally.</li> <li>Increase dissemination of Road Safety information</li> </ul>	<ul style="list-style-type: none"> <li>Support the implementation of the Road Safety Awareness Communications Programme</li> <li>10% increase in Road Safety Promotion information achieved in schools and colleges</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Road Safety Awareness Communications Programme</li> <li>Promote Road Safety in schools and colleges</li> </ul>	<ul style="list-style-type: none"> <li>The number of the Road Safety Awareness Communications Programmes delivered.</li> <li>10% increase in Road Safety Promotion information achieved in schools and colleges <i>every Q</i>.</li> <li>Co-operate with the Local Authorities and primary Schools to enhance road skills of young cyclists through the Schools Programme <i>every Q</i>.</li> </ul>
<b>Regional Outcome: Safer Roads through an improved compliance culture among drivers thereby reducing fatal and serious injury traffic collisions.</b>			

## Goal Four – Public Order

*To significantly reduce the incidence of public order and anti social behaviour in our communities*

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Through public order patrols increase in the number of arrests for incidents of public disorder</li> <li>In partnership with the licensing trade make use of early intervention strategies to target people who are likely to engage in public disorder as a result of excessive alcohol consumption</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in the number of targeted Public Order Patrols achieved</li> <li>15% increase in the number of arrests for incidents of public disorder achieved</li> <li>Number of Behaviour Warnings issued under the Criminal Justice Act 2006 (adults)</li> <li>Number of Civil Orders applied for under the Criminal Justice Act 2006 (adults)</li> <li>Number of Behaviour Warnings issued under the Criminal Justice Act 2006 (juveniles)</li> <li>Number of Good Behaviour Contracts issued (juveniles)</li> <li>Number of Behaviour Orders applied for (juveniles)</li> <li>Engage with licensing trade</li> </ul>	<ul style="list-style-type: none"> <li>Deploy public order patrols within the division</li> <li>Pub Watch</li> <li>Joint Campaign with Off-Licenses.</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in the number of targeted Public Order Patrols achieved <i>every Q.</i></li> <li>15% increase in the number of arrests for incidents of public disorder achieved <i>every Q.</i></li> <li>Number of Behaviour Warnings issued under the Criminal Justice Act 2006 (adults) <i>every Q.</i></li> <li>Number of Civil Orders applied for under the Criminal Justice Act 2006 (adults) <i>every Q.</i></li> <li>Number of Behaviour Warnings issued under the Criminal Justice Act 2006 (juveniles) <i>every Q.</i></li> <li>Number of Good Behaviour Contracts issued (juveniles) <i>every Q.</i></li> <li>Number of Behaviour Orders applied for (juveniles) <i>every Q.</i></li> <li>Engage with licensing trade to promote good relations and information sharing to help promote public safety and to reduce crime <i>every Q.</i></li> <li>Number of licensed premises visited each quarter. <i>Every Q.</i></li> <li>Develop a Public Awareness Campaign with the LVA to raise the public's awareness of the risks associated with leaving drinks unattended while on to licensed premises <i>every Q.</i></li> <li>Develop a partnership between Gardai, Local Authorities and Off-Licenses <i>every Q.</i></li> <li>The number of meetings with the LVA and Off-Licenses <i>every Q.</i></li> <li>The number of targeted Initiatives on Weekends and Holiday periods <i>every Q.</i></li> <li>Media campaign to raise awareness <i>every Q.</i></li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Use of intelligence to identify Public Order Hotspots</li> <li>All Hot Spots targeted through specific operational plans</li> <li>Seek to reduce the incidents of public disorder by high-visibility proactive patrolling</li> <li>Marketing campaign directed at the carrying of knives in contravention of the Firearms and Offensive Weapons Act 1990 developed and rolled out</li> </ul>	<ul style="list-style-type: none"> <li>All 'Hot Spot' locations to be the subject of an operational plan to be reviewed within the Division on a monthly basis</li> <li>5% decrease in Public Order Incidents</li> <li>Marketing campaign implemented Q3</li> <li>5% increase in the number of detections under Firearms and Offensive Weapons Act</li> </ul>	<ul style="list-style-type: none"> <li>Target public order and anti-social behaviour 'hot-spots' through intelligence led initiatives</li> <li>Implement the Regional marketing campaign</li> </ul>	<ul style="list-style-type: none"> <li>Number of inter-agency meetings etc. <i>every Q.</i></li> <li>The number of inter-agency anti-social behaviour initiatives implemented at Divisional Level <i>every Q.</i></li> <li>The number of 'hot spots' identified <i>every Q.</i></li> <li>5% decrease in Public Order Incidents <i>every Q.</i></li> <li>The number of Garda initiatives implemented <i>every Q.</i></li> <li>Number of Public Order deployments on weekend nights and Bank Holiday weekends <i>every Q.</i></li> <li>Number of Gardai who received public order training <i>every Q.</i></li> <li>Marketing campaign implemented Q3.</li> <li>5% increase in the number of detections under Firearms and Offensive Weapons Act <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Adopt a low tolerance stance in relation to alcohol and drug related anti-social behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>5% decrease in Criminal Damage incidents <i>every Q.</i></li> <li>5% decrease in assaults <i>every Q.</i></li> <li>Number of operations conducted focussing on the prevention and detection of the selling of alcohol to juveniles <i>every Q.</i></li> <li>5% increase in number of inspections of licensed premises <i>every Q.</i></li> <li>Number of prosecutions under Section 4 (1) Intoxicating Liquor Act 2003 <i>every Q.</i></li> </ul>	<ul style="list-style-type: none"> <li>Enforce the law in relation to alcohol and drug related anti social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>5% decrease in Criminal Damage incidents <i>every Q.</i></li> <li>5% decrease in assaults <i>every Q.</i></li> <li>Number of operations conducted focussing on the prevention and detection of the selling of alcohol to juveniles <i>every Q.</i></li> <li>5% increase in number of inspections of licensed premises <i>every Q.</i></li> <li>Number of prosecutions under Section 4 (1) Intoxicating Liquor Act 2003 <i>every Q.</i></li> </ul>



Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Adopt a low tolerance stance in relation to alcohol and drug related anti-social behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Number of warnings issued to license holders under Section 4(2) Licensing (Combating Drug Abuse) Act, 1997 <i>every Q.</i></li> <li>Number of applications to the District Court under Section 4(1) Licensing (Combating Drug Abuse) Act 1997 <i>every Q.</i></li> <li>Number of warnings issued to license holders under Section 18(2) of Licensing (Combating Drug Abuse) Act, 1997 <i>every Q.</i></li> <li>Number of applications in the District Court under Section 18(1) of Licensing (Combating Drug Abuse) Act, 1997 <i>every Q.</i></li> <li>Number of Exclusion Orders applied for under Section 3(1) Criminal Justice (Public Order) act 2003 <i>every Q.</i></li> <li>Number of notices served under Section 4(2) Criminal Justice (Public Order) act 2003 <i>every Q.</i></li> <li>Number of applications for Closure Orders to the District Court under Section 4(1) Criminal Justice (Public Order) Act 2003 <i>every Q.</i></li> <li>The Number of incidents of underage drinking <i>every Q.</i></li> <li>The Number of incidents of simple possession of drugs <i>every Q.</i></li> <li>The Number of incidents of sale for supply of drugs on Licensed Premises <i>every Q.</i></li> </ul>	<ul style="list-style-type: none"> <li>Enforce the law in relation to alcohol and drug related anti social behaviour continued .....</li> </ul>	<ul style="list-style-type: none"> <li>Number of warnings issued to license holders under Section 4(2) Licensing (Combating Drug Abuse) Act, 1997 <i>every Q.</i></li> <li>Number of applications to the District Court under Section 4(1) Licensing (Combating Drug Abuse) Act 1997 <i>every Q.</i></li> <li>Number of warnings issued to license holders under Section 18(2) of Licensing (Combating Drug Abuse) Act, 1997 <i>every Q.</i></li> <li>Number of applications in the District Court under Section 18(1) of Licensing (Combating Drug Abuse) Act, 1997 <i>every Q.</i></li> <li>Number of Exclusion Orders applied for under Section 3(1) Criminal Justice (Public Order) act 2003 <i>every Q.</i></li> <li>Number of notices served under Section 4(2) Criminal Justice (Public Order) act 2003 <i>every Q.</i></li> <li>Number of applications for Closure Orders to the District Court under Section 4(1) Criminal Justice (Public Order) Act 2003 <i>every Q.</i></li> <li>The Number of incidents of underage drinking <i>every Q.</i></li> <li>The Number of incidents of simple possession of drugs <i>every Q.</i></li> <li>The Number of incidents of sale for supply of drugs on Licensed Premises <i>every Q.</i></li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Each Division to nominate areas appropriate for new/increased C.C.T.V.</li> <li>Analysis carried out in each Division of the 2007 Public Attitude Survey to establish findings relevant to that Division</li> </ul>	<ul style="list-style-type: none"> <li>Number of CCTV Systems commissioned Q3</li> <li>10% additional locations for Garda CCTV schemes identified Q2</li> </ul>	<ul style="list-style-type: none"> <li>Review the use of CCTV technology</li> <li>Develop a divisional strategy to address the negative aspects of Public Attitudes Survey</li> </ul>	<ul style="list-style-type: none"> <li>Number of CCTV Systems commissioned by Q2.</li> <li>10% additional locations for Garda CCTV schemes identified by Q4.</li> <li>Develop and implement a strategy to address the negative aspects of Public Attitudes Survey by Q2.</li> </ul>
Divisional Outcome: To increase the 'Feeling of Public Safety' by 10%.			

## Goal Five – Ethnic & Cultural Diversity

*To provide equal protection and appropriate service, while nurturing mutual respect and trust*

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Implement the Garda Diversity Strategy as appropriate in each Division</li> </ul>	<ul style="list-style-type: none"> <li>Action the relevant elements of the National Diversity strategy <i>Q1</i></li> </ul>	<ul style="list-style-type: none"> <li>Implement the relevant sections of the Garda Diversity Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Action the relevant elements of the National Diversity strategy – by <i>Q1</i>.</li> </ul>
<ul style="list-style-type: none"> <li>Upon recruitment drive (Garda Reserve or regular service), an information day will be held within each Division to cater for, and answer queries from, interested members of ethnically diverse communities.</li> </ul>	<ul style="list-style-type: none"> <li>Divisional information day on Garda recruitment held within each District within one month of a national Garda recruitment drive</li> </ul>	<ul style="list-style-type: none"> <li>Host an information day on Garda recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Divisional information day on Garda recruitment held within each District within one month of a national Garda recruitment drive.</li> </ul>
<ul style="list-style-type: none"> <li>Best Practice guidelines implemented in each division</li> <li>Engage with Non Government Organisations who work within marginalised and ethnically diverse communities</li> </ul>	<ul style="list-style-type: none"> <li>Specific strategies deployed in each Division in line with guidelines</li> <li>Review of strategies deployed, carried out in each Division <i>Q4</i></li> <li>Two Open Days for ethnic minorities in each Division <i>Q2 and Q4</i></li> <li>Information exchange conducted between relevant NGOs and the Garda Síochána <i>Q3</i></li> </ul>	<ul style="list-style-type: none"> <li>Develop policing strategies for minority and marginalised groups and communities.</li> </ul>	<ul style="list-style-type: none"> <li>Specific strategies deployed in each district in line with guidelines <i>every Q</i>.</li> <li>Review of strategies deployed, carried out in the division by end <i>Q4</i>.</li> <li>Number of incidents perpetrated against persons from ethnic/religious minority groups <i>every Q</i>.</li> <li>Number of reported racially motivated incidents <i>every Q</i>.</li> <li>Number of prosecutions associated with racist incidents <i>every Q</i>.</li> <li>Number of referrals to victim support organisations relating to racist incidents <i>every Q</i>.</li> <li>Two Open Days for ethnic minorities in the division - <i>Q2 and Q4</i>.</li> <li>The number of interactions between relevant NGOs and the Garda Síochána <i>Q3</i>.</li> <li>The number of ethnic and cultural issues addressed in the context of Joint Policing Committees <i>every Q</i>.</li> </ul>

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>In addition to community policing units, begin the process of deploying Ethnic Liaison Officers on regular units</li> </ul>	<ul style="list-style-type: none"> <li>100% of Community Gardai within each Division trained as Ethnic Liaison Officers <i>Q3</i></li> <li>The expansion of ethnic liaison officers to other Garda Units <i>Q4</i></li> </ul>	<ul style="list-style-type: none"> <li>Enhance the Division's Ethnic and Cultural Services</li> </ul>	<ul style="list-style-type: none"> <li>100% of Community Gardai trained as Ethnic Liaison Officers <i>Q3</i></li> <li>The expansion of ethnic liaison officers to other Garda Units <i>Q4</i></li> <li>The number of directories of available interpreters distributed throughout the division <i>every Q</i></li> <li>The number of Ethnic Liaison Officers meetings and evaluation reports <i>every Q</i></li> <li>The number of joint meetings between ethnic and multi-cultural communities and An Garda Síochána <i>every Q</i></li> <li>The number of targeted initiatives with ethnic and culturally diverse groups <i>every Q</i></li> </ul>
		<ul style="list-style-type: none"> <li>Safety of International language Students.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a partnership between Gardai, language schools, student bodies and local authorities which seeks to apply the best practice from lessons learned through years of practical application <i>by Q2</i>.</li> <li>Develop an information leaflet for foreign students.</li> <li>Community Police Unit to provide talks to language schools.</li> </ul>
Divisional Outcome: <i>Public confidence increased by 2%</i>			

## Goal Six – Community Engagement

*To build a Garda service that reflects the needs of and priorities of the people of Ireland*

Regional Actions	Regional Performance Indicator	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>Implement the Garda National Model of Rural Urban Community Policing Regionally</li> </ul>	<ul style="list-style-type: none"> <li>Action the relevant elements of the National Model of Rural and Urban Community policing in each Division</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Garda National Model of Rural Urban Community Policing within the Division</li> </ul>	<ul style="list-style-type: none"> <li>Action the relevant elements of the National Model of Rural and Urban Community policing in the Division <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Identify areas in which Neighbourhood Watch Committees could be established in each Division</li> <li>Identify areas in which Neighbourhood Watch Committees could be established in each District</li> </ul>	<ul style="list-style-type: none"> <li>Number of Divisional Neighbourhood Watch Committee established by <i>Q 2 (all Divisions)</i></li> <li>Number of District Neighbourhood Watch Committee established in each District by <i>Q3 (all Districts)</i></li> <li>Number of Reviews carried out and results actioned <i>Q3</i></li> </ul>	<ul style="list-style-type: none"> <li>Implement policy relating to Neighbourhood Watch/Community Alert schemes</li> <li>Focus Neighbourhood Watch initiatives at the elderly and vulnerable persons/groups.</li> </ul>	<ul style="list-style-type: none"> <li>Number of established District Neighbourhood Watch Schemes by <i>Q2.</i></li> <li>Number of reviews conducted on the effectiveness of Divisional Neighbourhood Watch Schemes by <i>Q3.</i></li> <li>All issues identified in the review to be addressed in District Policing Plans.</li> <li>Work with community and voluntary groups to protect the elderly and other vulnerable groups in the community, through Neighbourhood Watch and Community Alert schemes <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Engage with crime victims in relation to the contact details of the investigating Garda and of the availability of victim support service</li> </ul>	<ul style="list-style-type: none"> <li>100% of crime victims contacted in writing advising them of the availability of victim support services</li> <li>Two trained Family Liaison Officers appointed and trained in each District <i>Q3</i></li> <li>Utilise the services of Family Liaison Officers in the investigation of 100% of incidents involving a fatality and in all other investigations as deemed appropriate by the District Officer</li> <li>Each person of pensionable age who is a victim of burglary shall have a community Garda visit with crime prevention strategies and reassurance offered which will be recorded on PULSE</li> </ul>	<ul style="list-style-type: none"> <li>Build and utilise Garda capability in the provision of victim related services</li> </ul>	<ul style="list-style-type: none"> <li>100% of crime victims contacted in writing advising them of the availability of victim support services.</li> <li>Two trained Family Liaison Officers appointed and trained in each District by <i>Q3.</i></li> <li>Utilise the service of Family Liaison Officers in the investigation of 100% of incidents involving a fatality <i>every Q.</i></li> <li>Utilise the service of Family Liaison Officers in the investigation of non fatal incidents as deemed appropriate <i>every Q.</i></li> <li>Each person of pensionable age who is a victim of burglary shall have a community Garda visit with crime prevention strategies and reassurance offered which will be recorded on PULSE <i>every Q.</i></li> </ul>

National Actions	Regional Actions	Divisional Actions	Divisional Performance Indicator
<ul style="list-style-type: none"> <li>The development of partnerships by consultation with the Joint Policing Committees working together to achieve a Garda service addressing the needs of the community</li> </ul>	<ul style="list-style-type: none"> <li>Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) as appropriate</li> <li>Recommendations from JPCs inform all Divisional and District Policing Plans as appropriate</li> <li>100% attendance at all Joint Policing Committees meetings</li> <li>All recommendations emanating from Joint Policing Committees are assessed and actioned as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Engage fully in Joint Policing Committees</li> </ul>	<ul style="list-style-type: none"> <li>Divisional or District Officers appointed to all Joint Policing Committees (JPCs) as appropriate <i>every Q.</i></li> <li>Recommendations from JPCs inform all Divisional and District Policing Plans as appropriate <i>every Q.</i></li> <li>100% attendance at all Joint Policing Committees meetings <i>every Q.</i></li> <li>All recommendations emanating from Joint Policing Committees are assessed and actioned as appropriate <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Substantially increase the level of Garda uniformed visibility throughout the region.</li> </ul>	<ul style="list-style-type: none"> <li>Action the relevant elements of the Garda High Visibility project</li> <li>10% increase achieved in visibility as measured by the Public Attitudes Survey 2008</li> <li>Four high-visibility foot patrols completed per month by Senior Garda management</li> <li>10% increase in the number of high visibility patrols in RAPID areas</li> <li>Achieve an 80% response to Emergency Calls (Priority 1) within 15 minutes</li> <li>Achieve a 92% response to Emergency Calls (Priority 1) within 30 minutes</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Garda High Visibility Project</li> </ul>	<ul style="list-style-type: none"> <li>Action the relevant elements of the Garda High Visibility project <i>every Q.</i></li> <li>10% increase achieved in visibility as measured by the Public Attitudes Survey 2008 <i>every Q.</i></li> <li>Four high-visibility foot patrols completed per month by Senior Garda management <i>every Q.</i></li> <li>10% increase in the number of high visibility patrols in RAPID areas <i>every Q.</i></li> <li>Number of RAPID meetings attended <i>every Q.</i></li> <li>Provide feedback to local communities of key policing problems/issues affecting that community, measured by the number of meetings <i>every Q.</i></li> <li>Achieve an 80% response to Emergency Calls (Priority 1) within 15 minutes <i>every Q.</i></li> <li>Achieve a 92% response to Emergency Calls (Priority 1) within 30 minutes <i>every Q.</i></li> </ul>
<ul style="list-style-type: none"> <li>Improve response times</li> </ul>		<ul style="list-style-type: none"> <li>Examine Response Times</li> </ul>	<ul style="list-style-type: none"> <li>Achieve an 80% response to Emergency Calls (Priority 1) within 15 minutes <i>every Q.</i></li> <li>Achieve a 92% response to Emergency Calls (Priority 1) within 30 minutes <i>every Q.</i></li> </ul>
		<ul style="list-style-type: none"> <li>Increase the Garda Presence in Retail Centres.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the operational benefits of Garda Kiosks in primary shopping centres/ Town Centres <i>by Q3.</i></li> </ul>
		<ul style="list-style-type: none"> <li>Examine the quality and speed of service at Public Office counters.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the quality and speed of citizen/ client/ customer experience when dealing with Garda at Public Office counters <i>by Q3.</i></li> </ul>
<b>Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Dublin</b>			