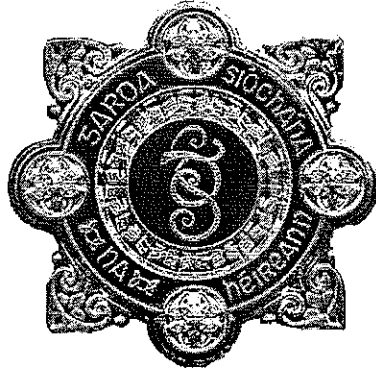


An Garda Síochána



Divisional Policing Plan 2005 for the DMR South Central Garda Division.

For further information contact:

**Office of the Chief Superintendent,
An Garda Síochána,
Pearse Street Garda Station
Dublin 2.**

Tel. 6669090

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Government Policing Priorities

1. **Organised Crime**
Objective: To continue to target organised crime.
2. **Terrorism**
Objective: To place continued emphasis on combating paramilitary activities, with specific regard to dissident republicans, and on co-operation in fighting international terrorism.
3. **National Drugs Strategy 2001-2008**
Objective: To reduce the volume of illicit drugs available and reduce access to such drugs.
4. **Crime Prevention and Reduction**
Objective: To continue to focus on crime prevention and crime reduction, including the prevention, in co-operation with local authorities and interaction with local communities, of public order offences, with particular emphasis on those resulting from alcohol and substance misuse.
5. **Road Traffic Law Enforcement**
Objective: To establish the Garda Traffic Corps and to give a high priority to the enforcement of road traffic legislation and the achievement of the targets set out in the National Road Safety Strategy.
6. **Public Confidence**
Objective: To take measures to promote public confidence in An Garda Síochána, including an increased emphasis on high visibility policing.
Objective: To relieve Gardai of clerical and routine administrative duties and free them up for core policing activity through greater use of technology and civilian staff including outsourcing through Garda – supervised civilian support services.
7. **EU / International**
Objective: To continue to participate actively in the development of police co-operation at the level of the European and other international fora.
8. **Illegal Immigration**
Objective: To continue to place emphasis on combating illegal immigration and trafficking.

An Garda Síochána Strategic Goals 2005

1. **National / International Security:** To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.
2. **Crime:** To reduce the incidence of organised, drug-related and serious crime and criminal behaviour.
3. **Traffic:** To reduce the incidence of fatal and serious injury collisions and improve traffic flow.
4. **Public Safety:** To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.
5. **Public Confidence:** To improve confidence in An Garda Síochána.
6. **Ethnic and cultural diversity:** To build the capability of An Garda Síochána to fulfil emerging policing needs of our diverse ethnic and multi-cultural communities.

Divisional Policing Plan 2005 – DMR South Central Division

Foreword of the
South Central
Divisional Officer.



The Commissioners Policing Plan 2005 has six key Strategic Goals and one hundred and four Performance Indicators. This Divisional Policing Plan was drafted within the framework of the Annual Policing Plan including the strategic goals and the performance indicators to meet the Policing needs of the D.M.R. (S.C.) Division.

The aim of this Policing Plan is to:

- Start the process of implementing the goals of the Corporate Strategy 2005-2007, which commits to “A Safer Ireland through Policing Excellence”.
- Achieve the twin imperatives of public confidence and public safety throughout the Division by confronting and challenging public violence, criminal behaviour, subversive activity and dangerous road user behaviour.
- Inform the public on the standard of service they are entitled to get.
- Take account of the priorities identified through a consultation process and the public attitude survey 2003 and identify what needs to be done to match customer priorities.
- Address the priorities identified in the Governments Policing Priorities.
- Set measurable targets that can be monitored. These will be drawn from the Garda Corporate Strategy 2005-2007, the six strategic goals detailed in this document, the Garda Síochána Bill (when implemented), SMI identified priorities, Quality Service Initiatives (GSEM) and reviews and action priorities in this plan.
- Set out to provide excellence in performance to our stakeholders in the delivery of our policing service.

A named member has been assigned as process manager for each of the six strategic goals. Process managers will have responsibility for the implementation of the objectives and performance targets set out under each goal. Each manager will make a presentation to the Senior Management Team on progress to date. Dates are provisionally set as the first week in May, September and December.

In addition to process managers one ethnic liaison person per station has been nominated to manage the relationship between culturally diverse groups and divisional staff. This is to ensure that the policing requirements of these groups are identified and met.

District Plans are to be drawn up using the framework of the Divisional and National Policing Plans with particular emphasis placed on specific District needs. Individually nominated members are to be assigned particular tasks.

Divisional Officer

Dated: 11th January 2005

Divisional Policing Plan 2005 – DMR South Central Division

Divisional Achievements for 2004.

- Events at Dublin Castle in connection with EU Presidency for first half of year successfully policed.
- Successful policing of May Day accession of ten new member states to the EU.
- Policing of all other public events in Division, i.e. International Rugby and Soccer Matches, Open-air concerts and other street events successfully policed.
- Crime reduced by 11%, with significant decreases in certain categories of crime.
- Five out of seven homicides detected on the 31/12/04.
- Lone bank robber arrested and charged with fourteen bank robberies following surveillance operation on banks.
- Drugs with an estimated street value of €2.8m seized by the three District Drug Units in the Division.
- Public Order was well contained, resulting in decreases of serious and minor assaults on the streets.
- Fatal accident at Wellington Quay, involving two double deck busses in which five people were killed, successfully investigated and one driver charged with dangerous driving causing death.
- The two LUAS lines running through the Division officially opened to the public in July and September respectively.
- Divisional scenes of crime unit established.
- Training of PULSE release II finished.
- Training for new promotion interview system conducted.
- Fixed Charges Processing System (FCPS) implemented and training conducted for operational members.
- Portrait unveiled, on 14th April 2004 in Donnybrook station, in memory of Gardai Tony Tighe and Michael Padden, who were killed in the line of duty in April 2002.
- Garda information clinic opened in Temple Bar for two hours every Thursday morning.
- 25,774 Road Traffic Offences detected in the Division for 2004.
- Further significant developments of Pin Mapping system using MapInfo software.
- Number of complaints received from the public reduced by 12.5% percent since 2003.
- Continued development and expansion of the Mountain Bike Unit in the Division.

Divisional Policing Plan 2005 – DMR South Central Division

| An Garda Síochána Policing Plan 2005 | |
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| National Strategic Goal 1 | National Performance Indicators |
| <p align="center">National / International Security: To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</p> | <ul style="list-style-type: none"> • Prevention of terrorist outrages in the State. • Daily assessment of likely subversive and terrorist threats. • Provision of current and timely threat assessments to the Minister for Justice, Equality and Law Reform. • Number of persons prosecuted for subversive / terrorist activity. • Containment of Irish dissident/paramilitary terrorist activity. • Support of international efforts to counter terrorism. • Volume of feedback from foreign intelligence agencies. • Introduction of revised procedures for intelligence source handling. • Volume of intelligence reports generated by the Garda organisation. • Number of joint operations/meetings between An Garda Síochána and the Defence Forces in relation to State security. • Number of joint operations/meetings between An Garda Síochána, other police services and law enforcement agencies. • Number of security assessments in respect of persons and state installations. • Number of security operations in relation to visiting VIPs. |

| 'South Central' Divisional Policing Plan 2005 | |
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| Divisional Strategic Goal 1 | Associated Performance Indicators |
| <p align="center">National / International Security: To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</p> | <ul style="list-style-type: none"> • Continued emphasis on combating paramilitary activities. • Continued emphasis on intelligence gathering and improving on quality of intelligence sent to the Collator. • In addressing this issue, searches for weapons and explosives should continue. Collators will maintain lists of subversives in each District, and members will continue to log sightings of these subversives. • Government Buildings, Foreign Embassies, Consular Offices and other sensitive installations / locations / premises will continue to receive the highest attainable level of protection. |

Divisional Policing Plan 2005 – DMR South Central Division

Process Managers for this goal are:

Detective Superintendent P.J. Browne
Garda Siobhan McDermott
“A” District
Sergeant Pat Fox
Collator “B” District
Garda Brian Foley
“E” District

Consular Buildings:

District Officer “A”, “B” and “E”

Dail Eireann:

Sergeant Anthony Brophy

- Visiting dignitaries and V.I.P.s will continue to be afforded the appropriate level of security and protection.
- It is imperative that all Divisional members are familiar with specific protection orders and standard operational procedures pertaining to the above, all of which can be accessed through the Command & Control System “INFO” file.
- Major events will be properly policed and policing plans drawn up in advance. Specific arrangements are to be in place for VIPs attending such events.
- Records will be kept of all contacts with Police Officers from foreign Police Forces on official duties.
- Crime Prevention Officer will conduct security surveys, as appropriate, within the Division.
- Effective liaison will be maintained with Defence forces over security arrangements.
- Visiting V.I.P.s will receive the appropriate level of Garda attention in line with the current risk assessment for these persons.

An Garda Síochána Policing Plan 2005

| National Strategic Goal 2 | National Performance Indicators |
|---|--|
| <p>Crime: To reduce the incidence of organised, drug-related and serious crime and criminal behaviour.</p> | <ul style="list-style-type: none"> • Number of recorded headline crimes per 1,000 population and percentage detected. • Number of headline sexual offences recorded and percentage detected. • Number of crime prevention initiatives commenced. • Number of referrals to National Juvenile Office, informal and formal cautions administered and prosecutions initiated. • Number of persons reported missing, number traced and untraced. • Drug supply offences recorded: number of searches, proceedings commenced and convictions. • Number of recorded domestic burglaries per 1,000 dwellings. • Percentage of recorded domestic burglaries detected. • Number of recorded commercial burglaries. • Number of recorded commercial burglaries detected. • Number of repeat burglaries within 12 months. • Vehicle crime* per 1,000 population. • Percentage of vehicle crime detected and percentage of vehicles located. • Number of reported domestic violence incidents. • Number of breaches of orders made under the Domestic Violence Act, 1996/02. • Number of repeat victims of domestic violence incidents in previous twelve months. • Implementation of the relevant actions of the Government Drugs Strategy 2001-2008. • Seizure of the proceeds of crime by the Criminal Assets Bureau. • Effectiveness of information generated by Coastal Watch schemes. • Number of operations targeting organised crime. • Identification of the most active criminals and criminal gangs operating nationally. • Number of crimes perpetrated against persons from ethnic/religious minority groups. • Number of referrals to the Victim Support organisation. • Number of Juvenile Liaison Officers who have received training in mediation. |

Divisional Policing Plan 2005 – DMR South Central Division

| | <p>* Vehicle Crime includes theft of mechanically propelled vehicles (MPVs), theft from MPVs and unauthorised taking of MPVs.</p> |
|--|---|
| <p>‘South Central’ Divisional Policing Plan 2003</p> | |
| Divisional Strategic Goal 2 | Associated Performance Indicators |
| <p style="text-align: center;">Crime: To reduce the incidence of organised, drug-related and serious crime and criminal behaviour.</p> <p>Process Managers for this goal are: D/Inspector Gabriel O’Gara “A” District D/Inspector Eunan Dolan “B” District D/Inspector John Hayes “E” District</p> | <ul style="list-style-type: none"> • Target of 2% reduction in all crime categories by end of 2005. • Target of 5% increase in detection rate by end of 2005. • Emphasis on immediate response to victims of crime. • Emphasis on prevention and detection of violent crime, assaults etc. • Emphasis on inputting quality and accurate data, information into Pulse on date of incident/crime is reported. • Pin-mapping and crime analysis to be used to identify areas of high incidence of crime and to deploy resources effectively to target these areas. • Targeted patrolling to be used to reduce the opportunity for crime. • Assessment and review of all targets and policies at each monthly conference. • Collators to continue circulating quality information and intelligence on prolific offenders. • Prolific Offenders to be targeted at all times. • Individual offenders to be identified and targeted through the use of planned policing. • Investigation files for submission to the Chief Prosecution Solicitor to be professionally overseen. • Deploy crime prevention officer in support of prevention strategy. • Scenes of all domestic burglaries to be fingerprinted and technically examined by Divisional Scenes of Crime Unit. • Continuous targeting of highest category of crime by way of proactive policing. Crime trends in the Division over the last number of years show that, theft other, theft from M.P.V. and burglary are the three main categories of crime (combining to make up 70% of total crime). • Liaison Gardai appointed in “A” and “E” Districts to maintain contact with managers of filling stations. • Effective monitoring of C.C.T.V. cameras in “B” District |

Divisional Policing Plan 2005 – DMR South Central Division

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| <p>Process Manager for this Goal in relation to tourist crime is: Sergeant Jim Mitchell Crime Prevention Officer</p> | <p>to be maintained at all times.</p> <ul style="list-style-type: none"> • Policy on swift execution of bench warrants to be continued. • Policy on objecting to bail on serious charges to be continued. • Policy on fingerprinting and photographing all prisoners voluntarily to be continued. • Every opportunity should be availed of to issue crime prevention advice through meetings with the business sector and community. The Public should also be encouraged to make greater use of the Garda Confidential phone numbers. <p>Attacks on the Elderly</p> <ul style="list-style-type: none"> • The Sergeants in charge of the Community Policing Units: will nominate one liaison member from his Unit to visit a selection of elderly people frequently. In this regard, the Sub-Districts will be divided into sections. Close liaison will also be maintained with the Area and Street Co-ordinators of the Neighbourhood Watch Schemes operating in the Sub-Districts. • As set out in strategic goal 4, a register of all elderly and vulnerable people in the Division to be compiled. • The Crime Prevention Officer and Sergeants in charge of the Community Policing Units, will continue to work in close liaison with the Area and Street Co-ordinators and other statutory and voluntary bodies involved in procuring security grants for the elderly. <p>Tourist Crime</p> <ul style="list-style-type: none"> • Each Detective Inspector will draw up a policing plan to counteract crime and attacks on Tourists from the 1st May to 1st October 2005. • The Crime Prevention Officer will visit all Tourist Hostels, Guesthouses in the Division before the 1st May 2005 and give crime prevention advice to the proprietors. • Tourist Crime attractions in each District will be targeted for proactive policing during summer months. • Each Detective Inspector will ensure Tourist Security leaflets are available in all Hotels, Hostels, Guesthouses and other locations where tourist frequent. • A list of offenders who specialise on targeting Tourists for attacks should again be drawn up and circulated in each District by the Collators. • All members should familiarise themselves with the Victims Charter and Guide to Criminal Justice System. • Continue to refer all Tourists who are victims of crime to Tourist Victim Support. • Pin Mapping project team to make monthly presentations to Senior Management Team in relation to crime patterns / |
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Divisional Policing Plan 2005 – DMR South Central Division

Process Managers for this goal in relation to Drug abuse are:

Sergeant A. Whitelaw

“A” District

Sergeant S. Boland

“B” District

Sergeant Andy Carmody, “E” District

trends, hot spotting, volume, displacement etc.

- Monthly publications of maps to be disseminated by project team to all districts.
- Profiles of known criminals or repeat offenders to be made available by project team with the assistance of collators.

Drugs

- The focus in 2005 is to reduce the availability of controlled drugs for sale and supply in the Division. Reference should be made to the National Drugs Strategy 2001-2008 with particular attention to individual District problems.
- Each Sergeant named here will, in conjunction with D/Inspectors, prepare a District Drug Policing Plan aimed at reducing the availability of illicit drugs in the community. Together with suspects, known hotspots where drug dealing is prevalent, are to be targeted.
- Rigorous enforcement of the legislation on controlled drugs by all members.
- Licensed premises suspected to be engaging in drug dealing to be targeted for enforcement of the legislation.
- Operations “Viking”, “Rectify” and “Cleanstreet” to be continued.
- D/Inspectors will hold monthly meetings with their nominated Sergeants and Sergeants in charge of the Community Policing Unit, aimed at sharing information and targeting known drug dealers and premises in a co-ordinated and effective manner.
- Neighbourhood Policing Units will address the problems of drug misuse through the strengthening of existing partnerships and the establishment of new partnerships in the community.
- In association with the Neighbourhood Policing Unit Night Time Tours will continue for 2005 educating young people in the dangers of drug abuse.
- Liaise with Irish Medicine Board to tackle problems associated with the sale and supply of prescription drugs.

An Garda Síochána Policing Plan 2005

| National Strategic Goal 3 | National Performance Indicators |
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| <p>Traffic: To reduce the incidence of fatal and serious injury collisions and improve traffic flow.</p> | <ul style="list-style-type: none"> • Twenty-five per cent reduction in the number of fatal road collisions. • Number of road traffic collisions involving death or serious injury per 1,000 population. • Number of detections of speeding vehicles in each Garda division. • Number of detections for non-wearing of seat belts in each Garda division. • Amount of time spent by members of An Garda Síochána attending Court. • Number of arrests in each Garda division for driving while intoxicated. • Number of breath tests conducted in each Garda division. • Number of prosecutions for driving while under the influence of drugs. • Number of offences of dangerous driving and careless driving prosecuted • Number of vehicles seized under Section 41 of the Road Traffic Act, 1994. • Number of drivers under twenty-five years of age involved in road collisions. • Satisfaction level of those involved in road collisions with Garda traffic collision investigation. • Number of days spent on high visibility traffic policing / enforcement. • Number of days spent on high visibility traffic-flow management by Gardai. • Number of designated traffic Gardai in each Garda region / division. • Number of detections of overweight vehicles in each Garda region / division. • Number of detections of offences involving unauthorised use of Bus Lanes / Quality Bus Corridors. |

Divisional Policing Plan 2005 – DMR South Central Division

| 'South Central' Divisional Policing Plan 2005 | |
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| Divisional Strategic Goal 3 | Associated Performance Indicators |
| <p align="center">Traffic: To reduce the incidence of fatal and serious injury collisions and improve traffic flow.</p> <p>Process Managers for this goal are:</p> <p>Sergeant Donnie Wallace "A" District Sergeant Eamonn O'Hara "B" District Sergeant Mick Daveron "E" District</p> <p>Review of Collision Prone Locations: Garda J.P. Reynolds Divisional Traffic Unit</p> | <ul style="list-style-type: none"> • 11 fatal road accidents with 15 deaths showed a marked increase on previous years. Every effort should be made to return to the trend of 2002 / 2003 with 4-5 fatalities. • All fatal road traffic collisions will be thoroughly investigated by a member of Sergeant rank. District Officers will convene and chair conferences while an investigation is in place and ensure a professional investigation file is forwarded to the Chief Prosecution Solicitor. Use will be made of the specialist services available including the Serious Accident Investigation Unit, PSV Inspectors etc. • All Divisional staff should make a priority of keeping all LUAS lines free from both pedestrian and vehicular traffic. • 490 drivers were processed for drunken driving in the Division during 2004. This figure shows an increase of 18.6% on the figure for 2003. Every effort must be made to continue this trend in 2005. • 1062 vehicles were seized under Section 41 RTA for the Division. This policy of seizing vehicles is to be continued. • Total of 10,211 fixed charges for 2004 to be maintained. Continued enforcement of fixed charge processing point system aimed at improving road safety. • Continued implementation of Operation Lifesaver, City Centre Traffic Initiative (CCTI) and Operation Freeflow during Christmas period of 2005/2006. Operation "Tispol" (EU) to be undertaken as directed. • Members deployed on mountain bikes to patrol clearways and bus lanes between 7am-10am and 4pm-7pm. Traffic Inspector will prepare and implement a weekly schedule of checkpoints, with particular emphasis on enforcement of the specific offences highlighted in Operation Lifesaver. • Juvenile Liaison Officers and Community Gardai to continue visits to both primary and secondary schools to lecture students on road safety generally. • Full support and cooperation to be provided to road safety campaigns undertaken by the National Safety Council and Local Authorities, in particular identifying how pedestrian deaths and injuries can be reduced. • Where inadequate sign posting or other road defects or hazards come to the attention of the Gardai, the district Officer will bring it to the notice of the City Manager and request to have the defect remedied. |

Divisional Policing Plan 2005 – DMR South Central Division

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| <p>Nominees for District analysis are: Garda John McDonagh “A” District Garda Stasia Rowe “B” District Garda Declan Lewis “E” District</p> | <ul style="list-style-type: none"> • Quarterly review of Collision Prone Locations Accident “black spots” identified by Garda J.P Reynolds. • Analysis of Division required to identify locations in need of new road signs, stop lines, bus stops etc. Particular attention to be paid in areas where there are new developments and LUAS lines. One traffic member from each District (other than Traffic Sergeant) to be assigned to this task. Members are to include both male and female members where possible. |
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An Garda Síochána Policing Plan 2005

| National Strategic Goal 4 | National Performance Indicators |
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| <p>Public Safety: To ensure public safety by reducing the incidence of public order and anti-social behaviour.</p> | <ul style="list-style-type: none"> • Perceptions of public safety as indicated in the Public Attitude Survey 2005. • Number of public order incidents per 1,000 population. • Number of proceedings for drunkenness. • Number of proceedings for assault. • Number of proceedings for failing to obey directions of a Garda. • Number of offensive weapons seized. • Number of proceedings under Sections 31, 32, 33 Intoxicating Liquor Act, 1988. • Number of violent crimes* per 1,000 population and percentage detected. • Number of attacks on the elderly (over sixty-five years of age) and number of persons prosecuted. • Number of Neighbourhood Watch and Community Alert Schemes operating and number of meetings held. • Number of CCTV programmes completed. • Number of headline and non-headline offences perpetrated against tourists. • Number of Garda interventions at major events, e.g. concerts, football matches, etc. • Number of prosecutions of license holders under the licensing laws. • Number of applications for closure orders in respect of licensed premises. • New Garda operational uniform and safety equipment issued in first half of 2005. <p style="font-size: small;">*All offences in the headline offence groups used in the Garda Síochána Annual Report: - Group 1 Homicides, Group 2 Assaults, Group 3 Sexual Offences, Group 8 Robberies and the following offences, Manslaughter (traffic fatality), Dangerous driving causing death, Dangerous driving causing serious bodily harm, Concealment of birth, Aggravated burglary, Abandoning a child and Child neglect or cruelty.</p> |

| 'South Central' Divisional Policing Plan 2005 | |
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| Divisional Strategic Goal 4 | Associated Performance Indicators |
| <p style="text-align: center;">Public Safety: To ensure public safety by reducing the incidence of public order and anti-social behaviour.</p> <p>Process Managers for this goal are: Inspector Francis Sweeney "A" District Inspector Brendan Connolly "B" District Inspector Martin McGonnell "E" District</p> <p>Neighbourhood Policing members responsible for compiling register of old / vulnerable people: Gardai Yvonne Glacken, Caroline O'Mahony "A" District Gardai Brian McDermot, Paul Mulcahy "B" District Gardai Siobhan Murray, Derek Dempsey "E" District</p> | <ul style="list-style-type: none"> • Deploy high visibility policing in locations of identified public order 'hot spots'. • Deploy public order units at relevant times and locations. • Analyse public order offence trends and deploy maximum resources during these periods. • Attention will be directed to the A & E departments of the two main hospitals in the Division when on call. • Work with community and voluntary groups to protect the elderly and other vulnerable groups in the community, through Neighbourhood Watch and Community Alert schemes. • Identify and target persistent public order offenders. • Identify and prosecute persistent offenders under the Liquor Licensing Laws. • Engage with owners / managers of licensed premises to reduce public order offences resulting from excess alcohol consumption. • Engage with owners / managers of fast-food outlets to reduce incidents of public order offences. • Review and deploy resources to enable maximum Garda availability at peak times. • Consult with the public and local authorities to eliminate alcohol consumption in public places. • Review the most appropriate methods of patrolling and deploying technology to ensure public safety and control public order offences in urban areas. • Increase the number of public order vans available at Divisional level. • Assess the training needs and availability of public order units at Divisional level. • Ensure that the equipment available to public order units is of the highest quality to afford protection to members of An Garda Síochána. • Preparation of Policing Plans for Bank Holiday Weekends. • Two members from each District Neighbourhood Policing Unit to have responsibility for compiling a register of old / vulnerable people in the Division. This information is to be updated and reviewed quarterly and presented to the Senior Management Team in conjunction with existing GSEM quarterly reports. • Liaise with Health Authorities in relation to the reporting and investigation of child sex abuse cases. |

| An Garda Síochána Policing Plan 2005 | |
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| National Strategic Goal 5 | National Performance Indicators |
| <p>Public Confidence: To improve confidence in An Garda Síochána.</p> | <ul style="list-style-type: none"> • Achievement of the 2005 recruitment quota in line with Government targets. • Percentage of emergency calls responded to within 15 minutes. • Public Attitude Survey conducted. • Assessment of the quality of Garda response in terms of timeliness, helpfulness, competence, sensitivity, politeness and interest. • Number of complaints made against members of An Garda Síochána. • Increase in the number of referrals to Victim Support. • Assessment of the satisfaction rating among victims of crime with being kept informed of case-progress. • Participation in City and County Development Boards, R.A.P.I.D. and local community-led schemes. • Assessment of public perception of Garda performance at local level (segmented by housing tenure), via the Public Attitude Survey. • Assessment of the business community's perception of Garda performance at local level (segmented by retail, manufacturing, financial, and other service enterprises), via the Public Attitude Survey. • Proportion of Garda time spent on outdoor duty. • Number of Gardai available for operational duty per 1,000 population. • Percentage satisfaction with response to incidents requiring an immediate response in each Division. • Certification/validation of all PULSE entries within one month of the end of each quarter. • Increase in the accuracy rate in PULSE data capture, via the PULSE Quality Board by 5 per cent. • Increase in timeliness of data entry on PULSE by 5 per cent. • Integrity of PULSE database ensured by active supervisory review of records. • Public awareness of the quality of the service delivered by An Garda Síochána. • Development of the EFQM Excellence Model pilots at the Garda College and DMR South Central. • Satisfaction with how a telephone query was handled, speed of answering, whether the respondent identified the station and gave his/her name. • Percentage of emergency calls answered within ten seconds. • Percentage of letters answered within ten working days. • Financial projections maintained within budget for planned policing activities. |

Divisional Policing Plan 2005 – DMR South Central Division

| 'South Central' Divisional Policing Plan 2005 | |
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| Divisional Strategic Goal 5 | Associated Performance indicators |
| <p align="center">Public Confidence: To improve confidence in An Garda Siochana.</p> <p>Process Managers for this goal are: Inspector Kevin Gralton "A" District Inspector Tom Maguire "B" District Inspector Pat Commiskey "E" District Inspector Pascal Brennan Communications Centre</p> | <ul style="list-style-type: none"> • To improve the percentage of emergency calls responded to within fifteen minutes and analyse the monthly printouts from Command and Control to identify any failings. • To improve the percentage of "at scene" times from all units. • To foster sensitivity and politeness amongst all members when dealing with the public. • To further reduce of numbers of complaints from members of the public against Gardai in the Division. • To increase the numbers of referrals to Victim Support. • To ensure that victims of crime are kept informed of the progress of the investigation of their report through the generation of PULSE letters. • Participation in forums with Dublin City Council, RAPID and local community-led schemes. • To participate in reviews of Garda performance at local level through the Public Attitude Survey. • To increase the proportion of Garda time spent on outdoor duty. • To improve Garda visibility at all times. • Certification / Validation of all PULSE entries within one month of the end of each quarter. • To improve the accuracy and timeliness of PULSE data capture by five percent. • To improve the integrity of the PULSE database by active supervisory review of records. • To conduct a Divisional staff satisfaction survey in accordance with the GSEM model. • To foster good telephone answering technique with members volunteering the station and his / her name. • To foster the development of professional attitudes amongst all staff. • To encourage high standards of turnout and presentation of all members thus fostering public confidence. • To foster greater awareness amongst members of the problem of repeat victimisation. • To ensure that all official correspondence is dealt with in a timely manner and to a high standard. • To ensure that all prosecution files are properly reviewed by supervisors prior to submission. • To ensure that all Garda vehicles allocated to the Division are kept in a clean and presentable condition with all lights in working order. • Ensure that all members receive a full compliment of the new Garda uniform and that all members are suitably equipped before the commencement date for the new uniform. • Continue and enhance partnership with District Customer Service Panel. |

Divisional Policing Plan 2005 – DMR South Central Division

| An Garda Síochána Policing Plan 2005 | |
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| National Strategic Goal 6 | National Performance Indicators |
| <p>Ethnic and cultural diversity: To build the capability of An Garda Síochána to fulfil emerging policing needs of our diverse ethnic and multi-cultural communities.</p> | <ul style="list-style-type: none"> • Satisfaction levels with Garda service provided to members of ethnic and multi-cultural communities as indicated by the Public Attitude Survey for this period. • Number of complaints from members of ethnic and multi-cultural communities relating to Garda service. • Number of reported racially motivated offences. • Steps taken to encourage members of ethnic and multi-cultural communities to join An Garda Síochána. • Steps taken to remove constitutional, equivalence and linguistic barriers which restrict entry to An Garda Síochána. • Further improvement in the Garda service in immigration matters to all persons. • Extent of increased interaction at national level between ethnic and multi-cultural communities and the Garda Racial and Intercultural Office and also at local level with Ethnic Liaison Officers. • Enhancement of the foreign language capability within An Garda Síochána. • Number of Gardai undertaking foreign language courses. • Establishment of a database of language skills. • Number of joint meetings between ethnic and multi-cultural communities and An Garda Síochána. |
| 'South Central' Divisional Policing Plan 2005 | |
| Divisional Strategic Goal 6 | Associated Performance Indicators |
| <p>Ethnic and cultural diversity: To build the capability of An Garda Síochána to fulfil emerging policing needs of our diverse ethnic and multi-cultural communities.</p> | <ul style="list-style-type: none"> • Assign one member per station to act as liaison person between culturally and ethnically diverse groups and An Garda Síochána • Establish the number of ethnic and culturally diverse people living in the South Central Division. • Liaison person to set up and participate in local community groups for the ethnic and culturally diverse residents in the Division. • Through the use of community groups, public attitude surveys, formal and informal feedback, complaints etc the specific policing needs of these groups should be identified and addressed. • Matters of racism and other ethnic minority issues to be addressed through additional in-service training. • Liaise with foreign language schools. • Gardai will continue to liaise with ethnic and minority groups prior |

Divisional Policing Plan 2005 – DMR South Central Division

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| <p>Process Managers for this goal are:</p> <p>Sergeant Dave Watts JLO Gardai Brian Power, Colm Gallagher “A” District Gardai Kevin Toner, Keith McCluskey “B” District Sergeant Andy Keegan Garda Martin Garret “E” District</p> | <p>to any intended protest marches to ensure cooperation and adequate levels of policing.</p> <ul style="list-style-type: none">• Further development of One World programme with view towards national roll out in conjunction with Neighbourhood Policing Units.• Recommendations for dealing with human rights strategies in relation to policing should be considered. These include:<ol style="list-style-type: none">1) Liaise with the Garda Human Rights Office and the Racial and Inter-Cultural Office.2) Foster the implementation of the Garda Human Rights Initiative.3) Ensure form C.72 is available in several languages in each station. A review to be conducted of the most common languages used.4) Ensure all official correspondence complies with Human Rights Standards.5) Disseminate Human Rights information throughout the organisation in the Division.6) Develop and enhance arrangements for liaison with ethnic groups.7) Develop ways to overcome language barriers.8) Update the Divisional database of members language skills.9) Tackle institutional biases towards ethnic minorities.10) Protect the human rights of our staff.11) Facilitate visits to Divisional stations by the Committee for the Prevention of Torture. |
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Divisional Policing Plan 2005 – DMR South Central Division

Additional Local Goals

- Ensure services of the new Divisional Scenes of Crime Unit are availed of when required. D/Inspector Hayes “E” District will monitor, review and report on the effectiveness of this new initiative. All burglaries should be technically examined for fingerprints by the Divisional Scenes of Crime Unit. Burglaries account for 20% of all Divisional crime.
- Ensure continued monitoring by supervisors of Court attendance in accordance with the Divisional Officers directive dated 28/1/2003.
- Ensure successful implementation of the Garda Siochana Bill 2004 when enacted.
- Each Divisional member should be aware of the policing implications of the Luas System. Every effort should be made to minimise traffic accidents.
- The high standard of policing of major events in the Division should continue. Supervisors should ensure that all members remain vigilant and are aware of the national or international impact of any potential problem occurring at such an event.
- The preparation of special event orders should continue to be of a high standard and all eventualities should be covered.
- Sergeants in charge of major events in each District to report on progress and review of all incidents. These reports are to take the form of presentations to coincide with existing quarterly GSEM strategic goal updates.
- Divisional staff should continue their partnership approach to community involvement by building on their successful relationships with statutory bodies, local authorities and other agencies. Keeping in mind the necessity to provide excellence in service to our stakeholders.
- Each supervisor should be aware of his or her responsibilities in relation to the quality of data entered onto PULSE. They should impress on all members the importance of entering data of the highest possible standard and should only review an incident when all the data is correct. This practice will eliminate any further amendments or need for future validation.
- Pulse manuals should be referred to where any doubt regarding certain procedures exists. The Divisional aim should be to reduce the numbers of incidents requiring verification review on a quarterly basis.
- Ensure that all members in the Division are made aware of the services of the Peer Support system and the Garda Welfare Officer after involvement in a traumatic incident.
- One member from each District Neighbourhood Policing Unit to have responsibility for compiling a register of old / vulnerable people in the Division. This information is to be updated and reviewed quarterly and presented to the Senior Management Team in conjunction with existing GSEM quarterly reports.
- Traffic members with responsible for analysis of Division (see Goal 5) to present findings to Senior Management Team at GSEM quarterly presentations.
- To further reduce the number of Complaints against Gardai in the Division over the next year.
- Ensure Divisional transport fleet is maintained to a high standard.

Divisional Policing Plan 2005 – DMR South Central Division

Divisional Contact Details:

Chief Superintendent William Donoghue
Pearse Street Garda Station,
Pearse Street
Dublin 2.

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|-----------------|--|
| Telephone. | 01 6669090 |
| E-mail Address. | dmrsc@iol.ie |
| Fax | 01 6669099 |
| Garda Website | www.Garda.ie |

Superintendent Tom Conway
Pearse Street Garda Station,
Pearse Street
Dublin 2.

| | |
|-----------------|--|
| Telephone | 01 6669080 |
| E-mail Address. | |
| Fax | 016669041 |
| Garda Website | www.garda.ie |

Detective Superintendent P.J Browne,
Pearse Street Garda Station,
Pearse Street,
Dublin 2.

| | |
|-----------------|--|
| Telephone. | 01 6669078 |
| E-mail Address. | |
| Fax | |
| Garda Website | www.garda.ie |

Superintendent Gerry Phillips,
Donnybrook Garda Station,
Main Street,
Donnybrook,
Dublin 4.

| | |
|-----------------|--|
| Telephone. | 01 6669280 |
| E-mail Address. | |
| Fax | 01 6669241 |
| Garda Website | www.garda.ie |

Divisional Policing Plan 2005 – DMR South Central Division

Superintendent Edmund Quirke,
Kevin Street Garda Station,
Kevin Street,
Dublin 8.

| | |
|-----------------|--|
| Telephone. | 01 6669480 |
| E-mail Address. | |
| Fax | 01 6669441 |
| Garda Website | www.garda.ie |

Superintendent Albert Tracey,
Communications Centre,
Harcourt Street,
Dublin 2.

| | |
|-----------------|--|
| Telephone. | 01 6663100 |
| E-mail Address. | |
| Fax | 01 6663177 |
| Garda Website | www.garda.ie |