An Garda Síochána



Divisional Policing Plan 2006 Dublin Metropolitan Region South Garda Division

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An Garda Síochána Strategic Goals 2006

- 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 the emerging policing needs of our diverse ethnic and multicultural communities.



Foreword

This is my second Divisional Policing Plan as Divisional Officer of DMR South Division. The strategy reflects the targets outlined in the National Policing Plan 2006. Building on progress and achievements gained throughout 2005, in conjunction with areas prioritised in this years plan, will ensure that we are again in a strong position to meet the challenges of 2006 and the policing needs in a changing environment.

Our objective is the development and delivery of a continuously improving policing service to the community. This will be achieved through active and closer cooperation of the community and ensuring that processes are in place to make is easy for people to engage and have a meaningful input into the nature of Garda service delivered. The existing schemes and programmes operating within the Division will continue to embody and enhance community empowerment.

We must continue to spearhead and focus on crime prevention within the communities we serve and in so doing enhance existing partnerships and practical approaches at community level, thereby highlighting the shared responsibility of this strategy. At a time of increasing multi-agency working, there is now a willingness between organisations to tackle perceived common problems, in an integrated way. This policing opportunity will enable the most effective and efficient allocation and management of resources and offers significant prospects of achieving our objectives during 2006.

There is strong awareness of the benefit in making the best use of diverse viewpoints, which will facilitate the delivery of a policing service that reflects local priorities and assist in dealing with conflicting demands within the community.

We will continue to embrace and promote accountability in out policing procedures, and deliver a service of high quality, in a professional and ethical manner, which is continually influenced by an underlying value of Human Rights principles and respect for the dignity of all people we interact with.

Chief Superintendent

(Patrick J. Brehony) 12th January 2006

Strategic Goal One		National Performance Indicators
	>	Number of Garda operations commenced
National/International Security:	>	Number of prosecutions initiated
	>	The implementation of the national Covert Huma
To reduce the threat of subversive and		Intelligence System
terrorist activity through intelligence-	>	Number of Gardai trained in CHIS
led policing and international	۶	Number of crime analysts employed
cooperation.	٨	Volume of intelligence gathered/exchanged
	>	Number of initiatives developed
	>	Number of operations commenced
	>	Number of Garda members operating on extern
	The second secon	borders
	۶	Number of international seminars/conferences ar
		training programmes attended
	Þ	Volume of intelligence exchanged
	٨	Number of European Arrest Warrants sought ar
		received
	>	Number of partnership arrangements
	11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	place/developed
	×	Number of briefings to the Department of Justic
		Equality and Law Reform
	۶	Number of threat assessments prepared
	٨	Number of meetings with international partners
	×	Number of operations mounted in each Gard
		Region
	>	Number of arrests of subversive/terrorist suspects
	>	Quantity of arms/explosives seized
	>	Number of briefings provided to Region
		Commissioners by Crime and Security Section

Divisional Policing Plan 2006		
Divisional Performance Indicators		
 Number of operations initiated Number of prosecutions initiated Number of searches conducted Number of firearms seized Specific policing arrangements to be put in place for VIP's and dignitaries attending events in the Division The implementation of CHIS in the Division All selected Gardai to be trained in CHIS All operational members to attend awareness training on CHIS Number of CHIS registered by CHIS handlers 10% increase in the number of intelligence entries on Pulse Bi-monthly review of the quality of intelligence by CIO's Complete profiles on all identified extremists 10% increase in intelligence gathered on Islamic extremists Likely targets of extremists to be identified Number of risk assessments conducted and acted on Quarterly exchange of intelligence with national and specialists units. In cases of urgency more frequently when required Hold seminars involving members of national/specialist units and Divisional personnel CIO's to attend seminars to facilitate the exchange of intelligence 		

- Ensure all Divisional personnel are fully conversant with protocols relating to subversive/terrorist activities
- Intelligence led operations against selected targets in the Division
- Quarterly CIO briefings in liaison with SDU for new personnel in the Division on subversive/terrorist suspects
- > Identify targets
- > Initiate operations against the targets
- The number of arrests of subversive/terrorist suspects
- > Quantity of firearms/explosives seized

Strategic Goal Two	National Performance Indicators
Crime: To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.	 Number of individuals/groups profiled Monthly review of profiles carried out by Divisional Officers Number of intelligence reports on the targeted individuals/groups Number of regional threat assessments prepared Dissemination of Code of Practice to all members of the service Number of Garda personnel trained at each level Number of intelligence bulletins issued by Criminal Intelligence Officers (CIOs) Criminal Intelligence Officer (CIO) will disseminate a monthly Intelligence Bulletin to stations within his/her division Number of briefings of members of the divisional staff by the CIO Identify and seek to build partnerships wit appropriate external stakeholders Development of specific courses in criminvestigation management: Management and Operations Number of personnel who completed thes courses Development of a DNA database in association with the Forensic Science Department of A Garda Siochana and the Department of Justice Equality and Law Reform Number of headline crimes recorded and the percentage detected Number of ann-headline crimes recorded and the percentage detected Number of domestic violence incidents/breache of Court orders Number of risk assessments carried out which an followed up with appropriate crime preventic advice Number of persons provided with crimin prevention advice after assessment

Divisional Policing Plan 2006		
Divisional Actions	Divisional Performance Indicators	
Identify and profile at District level	➤ Number of individuals/groups profiled	
the main individuals/groups	 Monthly review of profiles by District Officers 	
involved in organized/serious	> 10% increase in the number of intelligence entries on	
crime and drug related crime	Pulse for the individuals and groups profiled	
Implement the code of Practice for	Identify likely targets of these individuals or groups	
the management of Covert Human	Number of risk assessments to be prepared in respect	
Intelligence Sources	of identified targets and acted upon	
Further develop criminal	Establishment of Divisional Advisory Group as	
intelligence capability at Divisional	required for the management of CHIS	
and District Level	Dissemination of Code of Practice for CHIS to all	
Identify external stakeholders who	members in the Division	
may be of assistance in intelligence	> Selected Gardai trained at the appropriate level	
gathering	> 25% of operational Gardai to attend CHIS awareness	
Further develop crime	training each quarter	
investigation management	> Each CIO will disseminate a weekly intelligence	
capability	bulletin within his/her District	
Optimise the use of the Divisional	> Weekly intelligence briefings of members in each	
Scenes of Crime Unit	District by the CIO	
Reduce incidence of crime by 2%	> The number of external stakeholders identified who	
 Increase detections by 2% 	may be of assistance in intelligence gathering	
 Produce Drugs Policing Plan for 	> Further courses on major crime investigation	
2006 as per Action Point 8 of the	focusing on crime scene preservation, interviewing,	
National Drugs Strategy 2001 –	statement taking and house to house enquiries to be	
2008	conducted	
Monthly and quarterly reports to be	> Further courses on the use of the Early Evidence Kit	
compiled in respect of each District	to be conducted	
Drugs Unit	➤ All new members in the Division to attend these	
Continue close liaison between	courses	
District Drugs personnel and	Number of crime scenes examined	
CNIDII	> Number of 'hits' obtained	

GNDU

- Detective Sergeants and Sergeants in each District with responsibility for crime and drugs to brief all operational personnel regarding crime and drug related activity in the Division
- Utilise the assistance of national units in preventing and detecting crime
- Conduct risk assessments of high risk/vulnerable targets in each District
- Analyse crime trends in the division and deploy resources accordingly
- Continue the implementation of the Victims Charter

- Number of headline crimes recorded and percentage detected
- Number of non-headline crimes recorded and percentage detected
- Number of targeted operations to reduce specified headline crime
- Number of domestic violence incidents/breaches of court orders
- > Compilation of monthly crime statistics in respect of each District
- > Crime prevention initiatives undertaken in cooperation with external stakeholders
- > Number of drugs searches conducted
- Number of drugs seizures made and the value of the drugs seized
- Number of schools visited for drugs awareness presentations
- ➤ Monthly meetings between District Drugs Unit personnel and GNDU personnel
- Monthly briefings conducted by Detective Sergeants and Sergeants
- Number of joint operations conducted in each District
- > Number of risk assessments conducted
- > Number of persons receiving follow up crime prevention advice
- Pin mapping and crime analysis to be undertaken in each District by CIO's
- > The number of referrals in each District to victim support organisations

Strategic Goal Three	National Performance Indicators
Offategie Ovar infee	
Traffic	 Percentage of Traffic Corps duty time spent patrolling single lane carriageways at collision-prone locations Number of arrests for driving while intoxicated per Division
	per month
To reduce the incidence of fatal and serious injury	 Number of breath tests per Division Percentage of Traffic Corps duty time spent on speed enforcement
	➤ Increase speeding detections by 15%
collisions and improve traffic flow.	 Percentage of Traffic Corps duty time spent on static, high visibility checkpoints
	 Percentage of non-Traffic Corps Garda duty time spent on static high-visibility checkpoints
	 Arrange for two road shows per Division during 2006 One weekly road safety broadcast on each local radio station in each Division
	 Road safety will be featured on six Crimecall programmes in 2006
	 Percentage of Traffic Corps duty time spent on covert road traffic policing
	Increase detections for dangerous driving related offences by 15%
	> Percentage of Traffic Corps duty time spent on traffic management in each Division
	 Garda time spent on traffic duties at peak periods and a special events (e.g. Operation Freeflow, etc.)
	 Number of static high visibility vehicle checkpoints carried out by non-Traffic Corps Gardai per Division per month Number of additional members allocated to the Garda Traffic
	Corps per quarter Number of additional patrol vehicles allocated to the Garda Traffic Corps per quarter

Divisional Policing Plan 2006		
Divisional Actions	Divisional Performance Indicators	
 Divisional personnel employed on traffic duties to spend 20% of duty time patrolling identified collision prone locations Increase the number of persons arrested for driving while intoxicated by 15% Divisional personnel employed on traffic duties to spend 30% of duty time on speed enforcement Maximise the use of the FCPS system Gardai will spend 20% of duty time on static, high visibility vehicle checkpoints Contribute to increased compliance rate for wearing of seatbelts Educate road users on issues of road safety Provide training where required on specific road traffic legislation Divisional personnel employed on traffic duties will spend 10% of duty time on covert traffic policing 	 Number of collision prone locations identified Percentage of duty time spent patrolling collision prone locations Number of arrests for driving while intoxicated per District per month 50% of operational uniform members trained in the use of the hand held Alcometer (25% in each six month period) Number of breath tests per District per month Percentage of duty time spent on speed enforcement Increase speeding detections by 15% All members of the divisional traffic unit to be trained in the use of the speed gun Remaining operational personnel to be trained in FCPS Monthly review of the level of use of the FCPS system by the traffic Inspector Reduce the number of fatal traffic accidents in the Division by 15% Weekly return on the percentage of duty time spent by divisional traffic personnel on high visibility vehicle checkpoints Number of checkpoints conducted in each district each week Increase the number of vehicles seized under Section 41 of the Road Traffic Act by 10% 	
	 41 of the Road Traffic Act by 10% 10% increase in the number of prosecutions for non 	

wearing of seatbelts

- Establish a benchmark for each
 District regarding the time spent by
 Gardai dealing with traffic
 management
- Increase the strength of the
 Divisional Traffic Unit in 2006 by
 1 Sergeant and 2 Gardai
- The number of visits to primary and secondary schools in each district which include road safety
- Arrange two road safety road shows to be held in the
 Division
- New personnel in the Division to receive training on specific road traffic legislation
- Percentage of duty time spent on covert traffic policing
- Increase detections for dangerous driving related offences by 15%
- Increase number of speeding detections by 15%
- Increase drink driving detections by 15%
- Monitor level of liaison with local authorities and it's contribution to effective traffic management
- Percentage of divisional traffic unit personnel time spent on traffic management
- Develop and implement road traffic management operations for peak periods and bank holiday weekends
- Percentage of Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow, Marlay Park, etc.)
- Number of static high visibility vehicle checkpoints carried out in each district by members other than those attached to the divisional traffic unit
- Maintain the approved strength of the divisional traffic unit in 2006
- Ensure the availability of the required number of patrol vehicles

An Garda Síochána Policing Plan 2006		
Strategic Goal Four	National Performance Indicators	
Public Safety: To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.	 Number of Reviews of deployment conducted at Divisional level Decrease by 10% the number of assaults Number of violent Crimes* per 1,000 population and percentage detected Number of prosecutions for public order offences Achieve an 85% satisfaction rating in the Public Attitude Survey 2006 Achieve a 70% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in homes alone at night' Achieve an 85% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in local neighbourhoods after dark' Number of public disorder hot-spots per division Number of public disorder hot-spots per division Number of uniform foot patrols per quarter Number of uniform cycle patrols per quarter Number of uniform mobile patrols per quarter Percentage of Garda divisions with CCTV systems installed Percentage increase in number of systems operational in 2006 (over 2005) 	

Divisional Policing Plan 2006		
Divisional Actions	Divisional Performance Indicators	
 Review of deployment of Gardai and methods of patrolling on a quarterly basis to reduce assaults Continue Quality Service initiative in the Division as a means of increasing satisfaction levels with the service provided by An Garda Siochana Identify public disorder hotspots in consultation with stakeholders and deploy resources accordingly Assess the possibility of extending CCTV as a method of enhancing public safety Strict enforcement of legislation in respect of under-age drinking and drunkenness Visit fast-food outlets in the Division that are the focus of public order incidents 	 Number of policing operations implemented in each district in response to identified public order issues Number of violent crimes committed and detected Increase number of detections for under-age drinking by 5% Increase number of detections for drinking in public places by 5% Number of prosecutions under public order legislation Reduce assaults by 10% Number of talks given by the Inspector with responsibility for quality service in the division to student and probationer Gardai Number of service complaints in each district Monitor service quality through customer satisfaction cards Number of public disorder hotspots identified in each district Number of joint initiatives undertaken with stakeholders Number of public order initiatives targeting young people initiated Number of uniform foot patrols per quarter Number of uniform cycle patrols per quarter Number of CCTV systems operating in the district Number of instances where CCTV footage was used in the course of an investigation in each district Number of areas identified for new CCTV schemes 	
	to established in each district	

- Percentage increase in the number of CCTV systems installed
- The number of prosecutions for under-age drinking
- The number of closure orders in respect of licensed premises
- The number of meetings held with representatives of the licensing trade
- The number of fast-food outlets visited
- The number of closure orders applied for and/or obtained in respect of fast-food outlets

Public Confidence: Number of Continuous Professional Development Conhidence in An Garda Siochána. Number and type of networks developed to enhance confidence Number of uniform foot patrols per quarter. Number of uniform ovele patrols per quarter. Number of uniform mobile patrols per quarter. Number of Garda reserve members selected/trained. Number of Garda reserve members selected/trained. Number of Garda reserve members selected/trained. Number of of Garda reserve members selected/trained. Number of omplaints regarding emergency response se. Number of complaints regarding emergency response se. Number of letters to crime victims generated by the system. Number of letters to crime victims generated by the system. Number of letters from crime victims responded to wit days. Increase by 10% the number of follow up letters iss crime victims regarding significant case developments. Reduce admissible complaints against An Garda Sioch 5%. Number of specific training programmes profor personnel, including management. Number of specific training programmes for selected personnel who are subject of multiple complaints at Direvel. Conduct Public Attitude Survey 2006. Publish results of Public Attitude Survey by March 20 formulate an implementation plan to action are improvement.	An Garda Síochána Policing Plan 2006			
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Divisional Policing Plan 2006		
Divisional Actions	Divisional Performance Indicators	
 Prepare for the full implementation of the Garda Siochana Act 2005 Increase Garda presence / visibility in public places Monitor and improve response times to emergencies Appointed Inspectors in each district to monitor response times and liaise with Communications Centre, Harcourt Sq. Provide feedback to victims of crime An Inspector in each district to continue to monitor the quality and accuracy of Pulse data Target the most common sources/causes of complaints made against members of An Garda Siochana Assess the quality of the service we provide Develop trust and confidence in the most vulnerable groups in our communities, particularly the elderly 	 All operational personnel to attend Continuous Professional Development Courses which include a focus on the Garda Siochana Act 2005 Hold two public meetings in each District in the Division The number and type of networks developed to enhance public confidence Number of key public interfaces identified in each district Number of high visibility uniform patrols conducted at identified key public interfaces in each district Number of uniform foot patrols per quarter Number of uniform cycle patrols per quarter Number of uniform mobile patrols each quarter Monitor the percentage of Garda management time spent on outdoor supervisory duty Number of Garda reserve members trained Review the response times to incidents in each district Increase by 10% calls responded to within 15 minutes Reduce the number of service complaints made Increase the number of calls giving 'at scene' times by 10% Increase the number of letters to crime victims generated by the Pulse system in each district by 20% 	

- Monitor the number of letters issued to burglary, robbery and assault victims as a percentage of the total number if incidents in these categories recorded in each district
- The number of letters from crime victims responded to within 10 days
- Increase by 10% the number of follow up letters issued to crime victims regarding significant case developments
- The number of referrals to victim support organizations
- All operational members to attend training on 'Support After Homicide'
- All operational members to attend training on 'Dealing with Victims of Sexual Crime'
- Increase the timeliness of data entry on Pulse by 5%
- Certification of all Pulse entries within 1 month of the end of each roster
- Reduce the number of complaints made in each
 District by 5%
- All new members in the division to attend conflict resolution training
- Review the main causes for complaints in each district and devise appropriate remedial responses in terms of training, counseling, etc.
- Monitor feedback provided by customer satisfaction cards completed at stations in the division
- Monitor feedback from Neighbourhood Watch meetings conducted in the Division
- Monitor feedback from members employed on community policing duties

- Increase the use of calling cards by operational members
- Community Gardai to keep the register of elderly up to date
- Crime prevention advice for the elderly to be given as opportunities arise
- Where necessary liaise with other agencies working with the elderly

An Garda Síochána Policing Plan 2006		
Strategic Goal Six	National Performance Indicators	
Ethnic and Cultural Diversity: To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.	 Number of representatives from ethnic and cultural minorities on local Garda/Community committees Bi-annual meetings with ethnic and cultural groups in divisions Existence of policy document on consultation/communication with ethnic and minority groups Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006 Number and nature of recorded racially motivated incidents Undertake a study (with NCCRI) regarding reported figures on racially motivated crime Number of complaints against members of An Garda Siochana for racially motivated incidents Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006 Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services Provision of services in languages other than English and Irish Number of meetings facilitated by Garda Ethnic Liaison Officers Number of Continuous Professional Development Courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management Percentage of senior and middle management trained in 'Diversity Awareness Training Programme under EU Garda/PSNI Peace and Reconciliation Project' Existence of a structured support system for newly recruited members of An Garda Siochana from cultural and ethnic minorities Number of members of ethnic and cultural communities who undergo Garda training 	

Divisional Policing Plan 2006 Divisional Performance Indicators **Divisional Actions** Increase the number of representatives of ethnic and Develop a clear policy in the cultural minorities on local Garda and community Division for consultation with committees cultural and ethnic minorities on Consult with the Garda Racial and Intercultural policing and service provision on Office to achieve this representation an ongoing basis • Two meetings in each District annually with More effective recording of representatives of ethnic and cultural groups to racially motivated crime identify issues in relation to policing and/or service Develop targeted initiatives provision focusing on access to police All Ethnic Liaison Officers and Community Gardai services for travelers, refugees and to attend awareness training on policing in a multimigrants cultural society Provide for anti-racism, All operational members to attend human rights intercultural and diversity training for senior and middle managers training In consultation with the Garda Racial and • Provide for a percentage of senior Intercultural Office, identify members of ethnic and and middle managers to attend cultural groups who would be willing to become Diversity Awareness training involved in challenging racism and human rights Support the recruitment, induction, training training and retention of members • The number and nature of recorded racially of An Garda Siochana from motivated crimes cultural and ethnic minorities • Review of racially motivated crimes recorded in • In consultation with the Garda 2005 for compliance with Garda policy Racial and Intercultural Office seek Number of complaints against members of An Garda funding from the dormant accounts Siochana in each District for racially motivated fund to run one summer project in each District which will involve incidents

children/youths from cultural and

ethnic minorities

Number of meetings between members of ethnic and

cultural minorities and ethnic liaison officers

- Establish the number of people of ethnic and culturally diverse backgrounds residing in the Division
- Enhancement of foreign language capability
- Number of initiatives in each district aimed at enhancing consultation with marginalized sections of our communities
- All student and probationer Gardai to be trained in the Challenging Racism programme
- The number of middle and senior managers attending courses which include anti-racism, intercultural and diversity elements
- Liaise with the Director of Training and HRM to facilitate the attendance of senior and middle managers at the 'Diversity Awareness Training Programme under EU/PSNI Peace and Reconciliation Project'
- Subject to funding run one summer project in each district which will involve children/youths from cultural minorities
- With the assistance of the Garda Racial and Intercultural identify adults from ethnic minorities who will assist in the running of these summer projects
- With the assistance of the Garda Racial and Intercultural Office identify transition year students in schools in the Division to take part in the structured work experience programme run in the Division
- Support system to be developed at district level for newly recruited members of An Garda Siochana from cultural and ethnic minorities
- Ethnic Liaison Officers, in consultation with Community Gardai to ensure representation on local committees
- Conduct a skills audit in the Division to establish the current level of language skills.

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