

# An Garda Síochána



**Annual Policing Plan 2011**  
**Dublin Metropolitan Region**  
**(Traffic) Division**

**January 2011**

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<i>DMR (Traffic) Division process owners are contained on a separate Divisional Implementation Plan for The DMR (Traffic) Division</i>	

**This 2011 DMR (Traffic) Division Policing Plan outlines our strategic goals for the second year of the Garda Corporate Strategy 2010 – 2012 “Working with Communities”, with its four core values of Honesty, Accountability, Respect and Professionalism (H.A.R.P.).**

**The first year Plan (2010) was significant in the development of a Casualty Reduction Implementation Plan in the DMR which achieved a marked reduction in fatalities. This Casualty Reduction Plan was developed in close cooperation with the Garda Síochána Analysis Service (G.S.A.S.) and key transport stakeholders in the DMR. It will form a central element in this years’ plan, targeting two critical periods in the year which have shown significant increases in fatalities over the past number of years in the DMR with the overall aim of further reducing casualties across Dublin.**

**Our priorities for Roads Policing this year include a strong emphasis on speed which, like impaired driving and aggressive driving, has become socially unacceptable. High visibility and enforcement activity will be central to engendering habitual compliance, along with disrupting criminality. A desired development is to increase the capability of all the Divisional and District resources within the DMR to work on the basis of a regional strategy in reducing casualties on our roads.**

**This Divisional Plan includes responsibility for the development of Major Emergency Management for the Eastern Region, with a particular focus on Senior Management Awareness Programmes and preparation of a booklet for operational members. The Major Emergency Plans are also being revised along with developing site specific templates for each Division.**

**My management team and I are committed to delivering strong leadership as a professional Police service, within budget. With the commitment of all Garda and Civilian personnel within this Division, these policing challenges can be met.**

**This Policing Plan could not have been developed without the contribution of all our stakeholders, both external and internal, who were invited to contribute, with the overall aim of meeting the challenges of the Government Road Safety Strategy 2007 – 2012.**



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**(Aidan Reid)  
Chief Superintendent  
January 2011.**

## **Ensuring our Nation's Security**

*Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities*

<b>Regional Actions</b>	<b>Regional Indicators</b>	<b>Divisional Actions</b>	<b>Divisional Indicators</b>
<p>Identify and analyse any threat to National security within the Dublin Metropolitan Region and respond appropriately</p> <p>Enhance Divisional Criminal Intelligence function through enhanced sharing and management of information/intelligence in respect of subversive crime</p> <p>Regional Serious Crime Management Team will assist in identifying and targeting links between organised crime gangs and subversive/terrorist groups</p> <p>Develop Crisis Incident Management Command Room</p> <p>Develop intelligence led operations targeting organised crime gangs and utilise all appropriate legislation in targeting those groups</p>	<p>No terrorist attacks occurring within the Region</p> <p>Number of serious breaches of security at National facilities</p> <p>Number of facilities risk assessed</p> <p>Number of Subversive gangs profiled</p> <p>Number of operations to target subversive crime gangs</p>	<p>Support Garda Response strategies</p> <p>Carry out review of dedicated Garda patrols assigned to Dublin Port Tunnel</p> <p>Ensure that all Security and EOD Escorts are performed as directed</p> <p>Further develop Garda Major Emergency Facility in conjunction with Crisis Incident Management Command Room</p> <p>Support Intelligence Led Operations to target members of subversive/terrorist and organised crime gangs and deny them use of the roads</p>	<p>Number of strategies supported</p> <p>Review conducted</p> <p>Number of Escorts performed</p> <p>Garda Major Emergency Facility developed in DMR in conjunction with Crisis Incident Management Command Room</p> <p>Number of intelligence led operations supported</p>



## Confronting Crime

*In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities*

Regional Actions	Regional Indicator	Divisional Actions	Divisional Indicator
<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>Developing Intelligence led operations to target organised crime gangs / Human Trafficking</li> <li>Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling</li> <li>Further developing our capability to deal with on street drug dealing and put operations in place to deal with same</li> <li>Develop our capability to manage Drug Related Threats and the use of Children to engage in Illegal activities associated with the Drugs Trade by Adults (Action 5 and 7 National Drugs Strategy)</li> </ul>	<p>Number of operations to target organised crime gangs which resulted in investigation files to the Director of Public Prosecutions under (Criminal Justice (Amendment) Act 2009) (Organised Crime Gang)</p> <p>Number of intelligence led operations/searches/seizures to target the sale of counterfeit goods</p> <p>Operations conducted under Operation Quest (Prostitution / Human Trafficking)</p> <p>Number of Intelligence led operations targeting on street drug dealing</p> <p>Number of detections in relation to sale/supply of drugs to include operations involving “Grow Houses”</p> <p>Appoint an Inspector at Divisional to take responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy</p>	<p>Develop intelligence led Roads Policing capability to target nominated members of organised crime gangs and deny criminals use of the roads</p> <p>Liaise with GNDU/GNIB to establish support in the areas of drug/human trafficking</p> <p>Develop intelligence led liaison with Garda National Drugs Unit, incorporating a Multi-Agency approach to confronting crime</p> <p>Increase the number of Multi-Agency Checkpoints targeting the illicit fuel and cigarette trade</p> <p>Liaise with EU Roads Policing networks for detection operations for ferry ports Support national operations</p> <p>Liaise with GNDU exploring the use of SPSVs in the illegal drug market</p> <p>Further develop criminal intelligence in area of Road Transport and targeting of suspect vehicles involved in crime</p>	<p>Number of persons nominated for attention</p> <p>Number of Roads Policing Operations to target organised crime / Human Trafficking and deny criminals use of the roads</p> <p>Intelligence led liaison with GNDU/GNIB developed</p> <p>Intelligence led liaison with Garda National Drugs Unit developed</p> <p>Number of Multi-Agency operations initiated and supported</p> <p>Number of National Operations undertaken and supported.</p> <p>Number of persons identified for attention</p> <p>Roads Policing Criminal Intelligence developed</p>

<ul style="list-style-type: none"> <li>Working in co-operation with Criminal Assets Bureau to target and profile criminals utilising proceeds of crime legislation through the effective deployment of Divisional Criminal Asset Profilers</li> <li>Further develop our capability to target crime through the Crime Management Team structure at Regional, Divisional and District levels, to ensure a co-ordinated response throughout their area in tackling Serious and Organised Crime</li> </ul> <p><b>Target high volume property crime and crimes against the person by:</b></p> <ul style="list-style-type: none"> <li>Further developing existing consultative arrangements with retail outlets to tackle property crime</li> <li>Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting &amp; bicycle theft</li> <li>Establish High Visibility policing operations in Crime Hot Spots</li> <li>Engage with other agencies and communities to develop our response to all crimes</li> </ul>	<p>Crime Management Team established in each Division (chaired by Detective Superintendent) and District (chaired by Detective Inspector)</p> <p>Number of persons profiled by Divisional Asset Profilers and forwarded to Criminal Assets Bureau</p> <p>Decrease in high volume crime</p> <p>Decrease in number of crimes committed against the person</p> <p>Decrease in Retail Crime</p> <p>Increase in detections</p>	<p>Augment current level of Asset Profilers attached to this Division</p> <p>Develop intelligence led Roads Policing through use of the analysis service to profile use of vehicles involved in burglaries and crime, in particular motorway use</p> <p>Use of Sec 27 (RTA) in targeting Crime</p> <p>Continued support for operations targeting domestic burglaries, shoplifting and bicycle theft</p> <p>Expand high intensity, highly visible patrolling in areas highlighted by the Garda Analysis Service as being Crime Hot Spots</p> <p>Provide Crime Search areas at Roads Policing checkpoints</p> <p>Further Develop engagement with other agencies in relation to Multi-Agency Operations</p>	<p>Number of members trained in asset profiling</p> <p>Number of profiles developed Number of arrests Number of operations supported</p> <p>Number of drivers disqualified</p> <p>Number of operations supported</p> <p>Number of patrols performed in Crime Hot Spots</p> <p>Crime search areas provided</p> <p>Number of Multi-Agency Checkpoints Performed</p>
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<ul style="list-style-type: none"> <li>• Establishment of a Child Protection Unit in each District to ensure that every case reported will be properly investigated and tracked from start to finish with appropriate structures in place for liaising with the Health Service Executive</li> <li>• Continue to risk assess and manage sex offenders</li> <li>• Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to victims of these crimes</li> <li>• Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles</li> <li>• Continue to ensure the objective of increasing the effectiveness of Warrants Unit is achieved by regular strategic meetings with Inspectors with responsibility in each Garda Station. Maximising the execution of warrants will form an integral part of each District Policing Plan</li> </ul> <p>Maximise the Photograph and Fingerprint of suspects</p>	<p>All notifications to be inserted and updated on PULSE  Number of sex offenders managed  Number of persons arrested for domestic/sexual violence crimes</p> <p>Number and percentage of arrests for persons suspect of being involved in Domestic Violence incident</p> <p>Number of offenders subject to case management</p> <p>Number of Gardaí trained in Case Management</p> <p>Allocate responsibility for the management of Warrants to named Inspector at Station level</p> <p>Increase warrant execution rates</p>	<p>Continued Assessment of SPSV applications in relation to Sex Offenders in co-operation with the Commission For Taxi Regulation</p> <p>Ensure that all arrested persons are photographed and fingerprinted where legal authority exists</p>	<p>Number of Assessments of SPSV applications carried out</p> <p>Number of arrested persons photographed and fingerprinted where legal authority exists</p>
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<p>Appoint Inspector at Station level to monitor compliance with Photographing and Fingerprinting suspects</p>	<p>100% of arrested persons photographed and fingerprinted where legal authority exists</p> <p>Increase the number of arrested persons invited to provide fingerprints voluntarily</p>	<p>Encourage optimum use of collection processes for photograph and fingerprints of prisoners</p>	<p>Number of prisoners from which photographs and fingerprints were obtained voluntarily</p>
<p align="center"><b>Divisional outcome: Reduced crime and the fear of crime</b></p>			

## **Effective Roads Policing**

*An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy.*

*We will develop and implement initiatives which deny the use of our roads for criminal activity*

Regional Actions	Regional Indicator	Divisional Actions	Divisional Indicator
<p>Implementation of Regional Roads Policing Operational Plan 2011</p> <p>Implementation of Divisional Casualty Reduction Strategies in cooperation with the Garda Síochána Analysis Service</p>	<p>Reduction in Fatal and serious injury collisions</p>	<p>Develop Regional Roads Policing Operations Plan 2011</p> <p>Implementation of Casualty Reduction Plan during specified periods in the DMR during 2011 in consultation with Divisional Officers and Garda Síochána Analysis Service (GSAS)</p> <p>Ongoing review, by GSAS, of DMR Traffic Operations to further enhance and direct future performance</p> <p>FCIU to assist in review of fatal RTC details over last 3 years during specified periods to assist GSAS in identifying operational requirements</p>	<p>Regional Roads Policing Plan developed</p> <p>Reduction in fatal and serious injury collisions</p> <p>Number of operations reviewed and lessons learned</p> <p>Supply of information to GSAS</p>
<p>Continued identification of collision prone locations leading to targeted enforcement of road traffic and road transport legislation</p>	<p>Increased detections for intercept and non-intercept speeding particularly in the 50kph zone</p>	<p>Continued identification of Collision Prone Zones for effective Roads Policing enforcement with emphasis on speed enforcement particularly in 50kph zones</p>	<p>Number of Drivers detected for:</p> <ul style="list-style-type: none"> <li>➤ <i>Intercept Speed Detections,</i></li> <li>➤ <i>Non- Intercept speed detections,</i></li> </ul> <p>in 50kph zones</p>

<p>Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012</p>	<p>Number of speed operations targeting (detections of) HGV'S and Buses</p>	<p>Increased enforcement of HGV's and Buses for lane discipline on motorways</p> <p>Increased enforcement of speed/inter-distancing in Dublin Port Tunnel</p> <p>Increased enforcement of speeding in bus lanes</p> <p>Increased enforcement for excessive speed by HGV's and Buses</p>	<p>Number of detections for lane discipline on motorways</p> <p>Number of offences detected</p> <p>Number of detections</p> <p>Number of operations performed Number of detections for:</p> <ul style="list-style-type: none"> <li>➤ <i>Intercept Speed,</i></li> <li>➤ <i>Non- Intercept Speed,</i></li> </ul> <p>by HGV's and Buses</p>
<p>Increased enforcement of inappropriate driver behaviour including organised transport</p>	<p>No of operations targeting inappropriate driver behaviour including organised transport Increase in Road Transport detections</p>	<p>Develop coordinated approach to enforcement of road transport legislation</p> <p>Increase joint operations to detect inappropriate driver behaviour by organised transport with Commission for Taxi Regulation</p> <p>Increased enforcement to specifically target the incidences of speeding by organised transport</p> <p>Continued enforcement for overweight and defective HGV'S</p> <p>Develop operations to detect inappropriate driver behaviour arising from toll avoidance/tail gating</p>	<p>Number of Divisional and Regional Operations supported by the Road Transport Unit</p> <p>Number of joint operations implemented for detection of inappropriate driver behaviour including organised transport</p> <p>Number of detections for:</p> <ul style="list-style-type: none"> <li>➤ <i>Intercept Speed,</i></li> <li>➤ <i>Non- Intercept Speed,</i></li> </ul> <p>by organised transport</p> <p>Number of detections for overweight/defective HGV'S. Number of vehicles examined</p> <p>Number of offenders stopped/prosecutions commenced</p>

<p>Develop and implement co-ordinated initiatives in areas where speed and Drink Driving are contributory factors in Fatal and Serious Traffic Collisions</p> <p>Increased compliance with speed limits</p>	<p>Number of operations to confront, speeding, impaired driving and the non wearing of safety belts</p>	<p>Increased enforcement of regulations for Luas Tramways in North Central and South Central Divisions</p> <p>Increased enforcement of Lighting Regulations particularly in relation to Buses, HGV's and organised transport</p> <p>Promote compliance with regulations for licensing of private LPSVs</p> <p>Continued enforcement for driver hours offences</p> <p>Increased overall enforcement of SPSV's, organised transport in co-operation with Commission for Taxi Regulation</p> <p>Attendance at fatal collision scenes by FCIU, investigating member and Local Authority Engineers within 10 days of collision</p> <p>Liaise with Local Authorities with regard to posting of appropriate speed limits</p> <p>Increased enforcement through use of Robot, Puma and intercept speed operations</p>	<p>Number of detections for infringements</p> <p>Number of detections for lighting offences</p> <p>Number of LPSV's licensed</p> <p>Number of detections for driver hours offences</p> <p>Number of enforcement operations in conjunction with Taxi Regulator</p> <p>Number of fatal collision scenes attended within timeframe</p> <p>Speed limits zones reviewed</p> <p>Number of intercept speed operations and detections  Number of non - intercept speed operations and detections  Number of PUMA operations and detections</p>
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<p>Further develop road safety education to schools and colleges</p>	<p>Number of presentations made to schools/colleges</p>	<p>Develop strategies to ensure maximum numbers of drivers involved in RTC's are breath tested under sec. 12 (RTA)</p> <p>Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities</p> <p>Develop Road Safety Campaigns in conjunction with Transport Providers and Local Authorities</p> <p>Assess and amend presentations to reflect priorities and develop Feed-Back process</p> <p>Continue to co-ordinate National Bike Safe Programme</p> <p>Progress further liaison with local media to increase public awareness of Garda operations</p>	<p>Number of Road Safety presentations made to schools/colleges</p> <p>Number of Road Safety campaigns developed and supported</p> <p>Presentations assessed and Feed-Back process developed</p> <p>Number of persons who underwent Bike Safe programme</p> <p>Number of interviews/presentations/press releases given</p>
<p>Maximise the effective use of technology in both traffic and crime related operations (CCTV,PUMA Speed + ANPR)</p>	<p>No of positive hits on ANPR in relation to Traffic related offences</p>	<p>Develop Operations to promote safety and awareness for vulnerable road users (pedestrians, cyclists and motorcyclists) in cooperation with Stakeholders and through the use of VMS, where appropriate</p>	<p>Number of operations performed</p> <p>Number of traffic members in the DMR trained</p>

		<p>Ensure training of all Traffic members in DMR in PUMA and ANPR systems</p> <p>Further develop pin mapping capability in Roads Policing</p> <p>Develop Robot Operator upskilling programme</p> <p>Optimum use of PUMA in car System to support Roads Policing Operations</p> <p>Prepare Business Case for integration of existing fixed CCTV and ANPR systems to Garda Network for post crime analysis and integration of Intelligent Systems during Transport 21 in conjunction and liaison with other Transport Stakeholders to ensure interoperability and integrated Control-Room networking</p> <p>Represent An Garda Síochána on Transport 21 Implementation Group and support transport stakeholders in development of Major Infrastructure Projects for Dublin</p> <p>Develop red light running detection capability, in conjunction with DCC, RPA, NRA and Dept of Justice and Law Reform</p>	<p>Pin mapping technology utilised</p> <p>Number up skilled</p> <p>Number of detections for speed, Sec's 51a, 52 and 53 (RTA) using PUMA in-car system</p> <p>Business case submitted</p> <p>Transport 21 supported</p> <p>Number of locations identified Number of cameras installed</p> <p>Trial of Crash Cube progressed</p>
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<p>Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing</p>	<p>Number of Intelligence led operations combating both traffic and crime</p>	<p>Develop trial of Crash Cube Programme</p> <p>Examine use of technologies and systems to minimise road closures in co-operation with other Stakeholders</p> <p>Strict enforcement on display and legal format of vehicle registration plates</p> <p>Develop combined intelligence led operations combating both traffic offences and crime</p> <p>Support anti-burglary operations within the Region including Operation Creeper</p> <p>Number of Individuals or groups nominated from Regional Crime Conference for rigorous enforcement of Road Traffic Acts</p> <p>Develop targeted operations in conjunction with the Commission for Taxi Regulation for enforcement of SPSV regulations</p> <p>Traffic CIO to develop Anvil targets</p> <p>Develop and record all operations in Regional Roads Policing Plan under Operation Bóthar, Organisation code 97147</p>	<p>System developed for recording, monitoring and minimising road closures</p> <p>Reduction in duration of road closures following incidents</p> <p>Number of offences detected</p> <p>Number of operations conducted and supported</p> <p>Number of operations supported. Number of detections</p> <p>Number of targets identified. Number of intelligence operations conducted</p> <p>Number of operations conducted. Number of offences detected</p> <p>Number of targets selected for scrutinised enforcement</p> <p>All operations and activities recorded under Operation Bóthar, Organisation code 97147</p>
<p>Ensure that all Roads Policing incidents and intelligence entered by members of Traffic Units in the DMR are recorded on PULSE</p>	<p>All Roads Policing incidents and intelligence recorded on Pulse under Operation Bothar</p>		

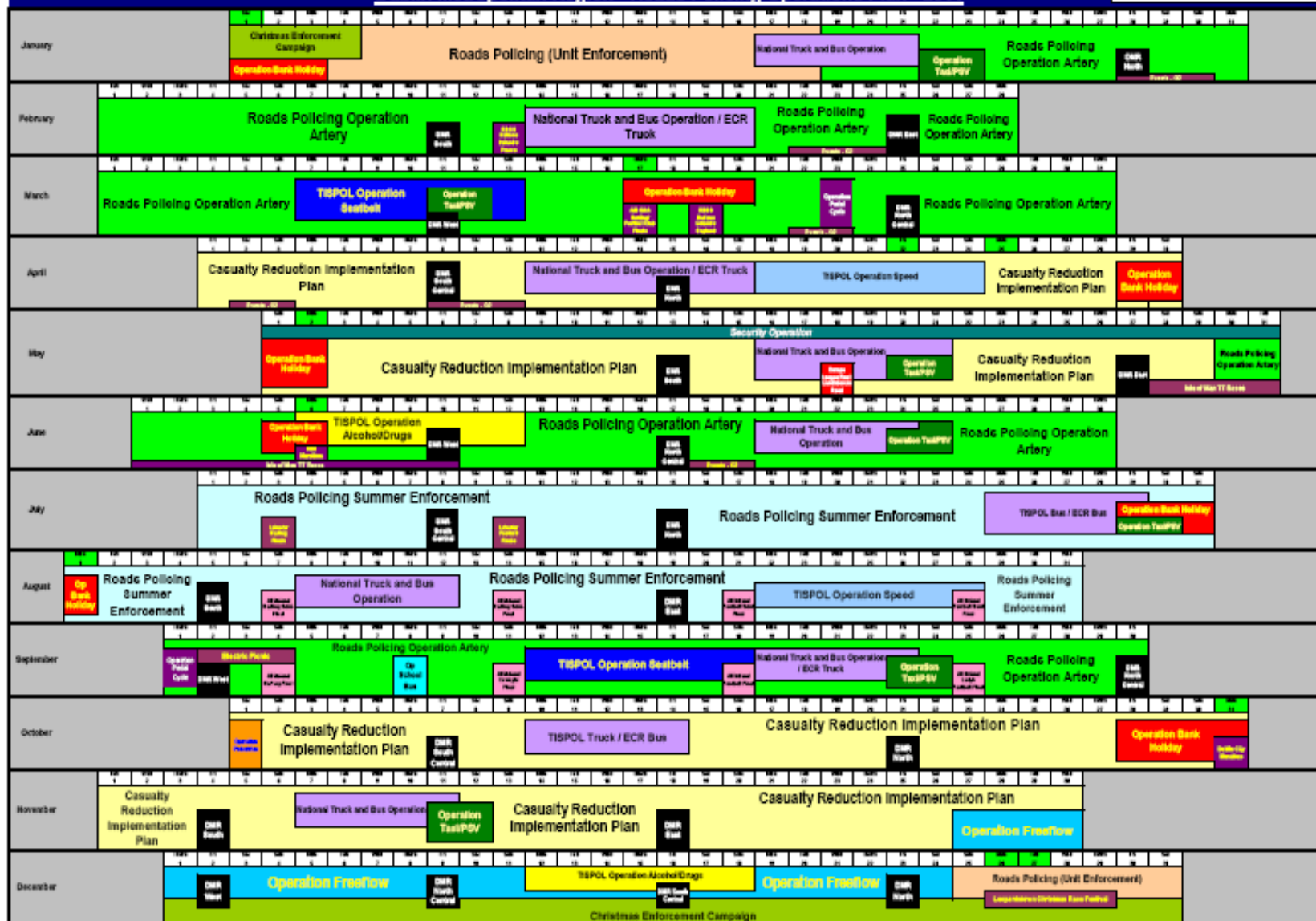
**Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries**

January 2011



# Dublin Metropolitan Region - Roads Policing Operations Plan - 2011

Appendix "A" - Road 2 - Effective Roads Policing



Legend: = Super MAT Checkpoint

# Dublin Metropolitan Region - Roads Policing Operations Plan - 2011

All Roads Policing incidents, Activities and Intelligence to be associated with Operation Bothar (Code 97147)

## **Ensuring a Peaceful Community**

*An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.*

<b>Regional Actions</b>	<b>Regional Indicator</b>	<b>Divisional Actions</b>	<b>Divisional Indicator</b>
<p>Enhancing community safety through targeted high visibility patrols</p> <p>Full utilisation of all available legislation particularly in relation to underage drinking</p> <p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p> <p>Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour</p> <p>Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime</p> <p>Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases</p> <p>Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour</p> <p>Examine results of the most recent public attitude survey to identify Divisional and District priorities</p>	<p>Number of test purchase operations conducted</p> <p>Number of meetings with licensed trade</p> <p>Number of Anti-Social Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour Orders issued under the Criminal Justice Act 2006</p> <p>Number of Adult Cautions administered in relation to anti social behaviour</p> <p>Public disorder/assaults/criminal damage incidence's reduced</p>	<p>Intensive Highly Visible Patrols in designated areas</p> <p>Explore expansion of security operations on public transport, including Luas, in co-operation with Transport Providers and Stakeholders</p> <p>Support Roads Policing operations involving inappropriate driver behaviour to reduce the incidents of public disorder and anti social behaviour</p> <p>Utilise new equipment for enforcement of noise and windscreen regulations with particular emphasis on modified car enthusiasts</p> <p>Explore and enforce full range NCT regulations for vehicles to ensure compliance</p>	<p>Number of operations implemented</p> <p>Number of online and offline operations conducted</p> <p>Number of operations Number of detections</p> <p>All DMR Traffic personnel to be trained in noise and Tintman equipment Number of offences detected</p> <p>NCT regulations examined Number of offences detected</p>
<b>Divisional Outcome Safer and more peaceful local communities</b>			

## **Working with Communities**

*This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.*

*We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.*

<b>Regional Actions</b>	<b>Regional Indicator</b>	<b>Divisional Actions</b>	<b>Divisional Indicator</b>
<ul style="list-style-type: none"> <li>• Further develop the existing community engagement process to ensure participation from our new communities</li> <li>• Allocate responsibility to Community Gardaí for specific areas in each Garda Sub-District</li> <li>• Each Division to examine their communications strategy with local communities and to effect improvements as appropriate</li> <li>• In accordance with Section 36 of the Garda Síochána Act and in implementation of action 11 of the National Drugs Strategy, establish Local Policing For a in every Local Drugs Task Force Area in co-operation with Joint Policing Committees</li> <li>• Continue to work proactively with the Dublin City Local Business Policing Forum</li> </ul>	<p>National Model of Community Policing rolled out in every District</p> <p>Divisional communications strategy developed with a focus on electronic communications to all communities</p> <p>Local Policing Fora established in every Local Drugs Task Force Area</p> <p>Named member of Inspector rank appointed as liaison person for each Local Policing Business Forum area</p>	<p>Road Safety Unit to attend national and community events</p> <p>Road Safety Unit to ensure targeted presentations to intercultural groups in liaison with the Garda Racial and Intercultural Office</p> <p>Support Regional, Local and Community Policing Initiatives</p> <p>Liaison with local authorities and other bodies</p> <p>Develop Operation Free flow in conjunction with Stakeholders</p>	<p>Number and types of events supported</p> <p>Number of presentations given in association with Garda Racial and Intercultural Office</p> <p>Regional, Local and Community Policing initiatives supported</p> <p>Number of meetings attended</p> <p>Operation Free flow developed</p>

<ul style="list-style-type: none"> <li>• Provide problem solving capability training for Gardai deployed in Community Policing</li> <li>• Implement National strategies in relation to Diversity, Older people, Youth &amp; Children</li> <li>• Put in place specific initiatives to engage positively with young people</li> <li>• Maintain and develop Community Policing initiatives throughout the Region</li> <li>• Develop a call back mechanism to persons subject of crimes against the person</li> <li>• Engage with and support communities with particular emphasis on the vulnerable in society</li> </ul> <p>Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter</p>	<p>Number of Gardai trained in problem solving</p> <p>Inspector appointed in each nominated District to manage training and rollout of Problem Solving Approach</p> <p>Action strategies in relation to Diversity, Older people, Youth &amp; Children</p> <p>Number of initiatives in place to engage positively with young people</p> <p>Letter issued to every victim in appropriate cases</p> <p>The number of persons of pensionable age, who have been victims of Domestic Burglary or Assault, that have received a visit from their Community Garda and have been given crime prevention strategies and reassurance</p>	<p>Arrange CPD courses in Conflict Resolution</p> <p>RSU to continue and progress their talks to transition year students</p> <p>Ensure members aware of Victim Support Referral Programme available to injured parties of crime</p>	<p>Number of personnel trained in Conflict Resolution</p> <p>Number of schools attended and transition year students spoken to</p> <p>All members made aware of victim support programmes in place</p>
<p><b>Divisional outcome : Trust and confidence in the Garda service</b></p>			

## **An Excellent Organisation**

*An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of its people at all levels.*

*We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of An Garda Síochána*

<b>Regional Actions</b>	<b>Regional Indicator</b>	<b>Divisional Actions</b>	<b>Divisional Indicator</b>
<p>Work to ensure that rosters more closely match demands for service with resources deployed</p> <p>Examination of the Computer Aided Dispatch System in the Region to identify areas for improvement in response to calls from the public, and resource allocation</p> <p>Further develop Regional Warrant Execution Management Team</p> <p>Ensure that Public Order capability is maintained in each Division at both Command and Operational levels</p> <p>Ensure value for money in the management of resources</p>	<p>Examination of rostering arrangements carried out in each division to identify best fit between resources and demand</p> <p>Implement recommendations in report from examination of Computer Aided Dispatch system</p> <p>Member of Inspector rank appointed to the Regional Warrant execution Management Team at each Garda Station</p> <p>Training provided for all members of Public Order Unit as required</p> <p>Policing priorities financed within allocated budgets</p> <p>Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management</p>	<p>Examine rostering arrangements for Divisional Traffic Units with a view to providing better service for the public</p> <p>Business case for 24 hour coverage by Forensic Collision Investigation Unit</p> <p>Submit business case for court presenter to Traffic, Summons and FCPS courts</p> <p>Ensure value for money in the management of resources</p> <p>Ensure strict compliance with both overtime and subsistence budgets</p>	<p>Greater availability of personnel at core hours</p> <p>Business case for 24/7 FCIU submitted</p> <p>Business Case for Traffic Court presenter submitted</p> <p>Resources allocated to provide best service and value for money</p>

<p>Proactively manage absence through sickness across the Dublin Metropolitan Region</p> <p>Each Division will identify all training deficiencies</p> <p>Develop Problem Solving capability amongst Community Gardaí</p> <p>Develop Juvenile Case Management capability</p> <p>Support the Development and Rollout of Regional information sites on Garda Portal</p> <p>Risk Registers to be completed and updated in accordance with policy</p> <p>Further develop the Corporate Risk Matrix</p>	<p>District Officers utilise the Sickness Absence Management System (SAMS)</p> <p>Reduction in the number of Sick Days</p> <p>Report completed on Training deficiencies identified and plan developed to address these</p> <p>Appoint Inspector in each District and pilot Problem Solving approach in nominated Districts</p> <p>Risks identified and measures put in place to monitor, evaluate and control risks</p> <p>Training carried out at divisional level in risk management</p> <p>Risk Register completed</p>	<p>Implement new Sickness Absence Management System(SAMS)</p> <p>Progress personal development and skills training for Sergeants, Gardaí, and Civilian Support Staff in DMR Traffic Division</p> <p>Update portal to accurately reflect information regarding DMR (Traffic) Division</p> <p>Further develop the corporate and Divisional Risk Register</p> <p>Conduct phased security review of DMR Traffic Division</p> <p>Further develop business case for long term accommodation needs of DMR (Traffic) Division</p>	<p>SAMS implemented</p> <p>Reduction in number of sick days</p> <p>Number of Supervisors provided with leadership training</p> <p>Number of Sergeants / Gardaí and civilian support staff provided with personal development courses</p> <p>Number of skills courses provided</p> <p>Portal updated on DMR (Traffic) Division</p> <p>Risks identified and measures put in place to control, monitor and evaluate risks</p> <p>Phased security review conducted</p> <p>Business case further developed for accommodation at DMR (Traffic) Division</p>
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		<p>Supervisors to ensure that members are turned out to the highest standards in strict compliance with An Garda Síochána Dress Code</p> <p>Through guidance, coaching and standard setting supervisors will ensure that all members and civilian support staff interact with the public in a manner which reflects positively on the Garda Service</p> <p>Drivers of official vehicles to set a high standard of driver behaviour for the motoring public to emulate</p>	<p>All members and civilian support staff to comply with Garda Síochána Dress code, in line with HQ Directive 114 / 09</p> <p>Daily inspections of standard of uniformity of dress and weekly inspection of fleet conducted</p> <p>Supervisors to ensure that staff are briefed on standards expected and methods of coaching and guidance</p> <p>Full compliance by members with Garda Code and Driving School Instructions</p> <p>Official drivers to set an example to all road users and operate in line with Garda Code and Driving School Instructions ensured by supervisors</p>
<b>Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources</b>			