



**2012**

## **Annual Policing Plan**

**Dublin Metropolitan Region (East)  
Division**

**‘Working with our Communities’**

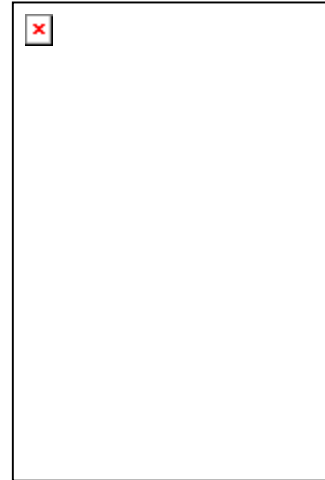
# Annual Policing Plan 2012

## Dublin Metropolitan Region (East) Division

### Foreword

It is my pleasure to present the Divisional Policing Plan 2012 for the Dublin Metropolitan Region East Division. This plan sets out our strategic priorities which we will strive to achieve during the final year of Strategic Statement 2010 – 2012. The goals as set out in this plan reflect those which are outlined in An Garda Síochána's National Policing Plan entitled "Working with our Communities" and those which are set out in the Dublin Metropolitan Regional Policing Plan 2012.

This plan also outlines the strategic goals and priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.



The Strategy Statement 2010 – 2012 is based upon four core values, namely:

**Honesty** – Being honest and ethical and adhering to the principles of fairness and justice;

**Accountability** – Accepting individual responsibility and ensuring public accountability;

**Respect** – Having respect for people, their Human rights and their needs;

**Professionalism** – Providing a professional policing service to all communities

The overall aim of the Divisional Policing Plan is to maintain and improve the quality of service we provide to the public. This will be carried out in an environment of challenging economic circumstances by making best use of available Garda resources, forging strong community links and building partnerships with relevant stakeholders to solve problems and address issues giving rise to public concern. We will work in partnership with the communities we serve to provide a visible Garda presence, an effective response to crime and antisocial behaviour, and an improved sense of security for the entire community in the Dublin Metropolitan East Division. We are committed to carrying out our business in a manner which reflects the core values of Honesty, Accountability, Respect and Professionalism.

During 2012 we will support and enhance the work being carried out by our Joint Policing Committee, the County Development Board, Local Policing Fora and Local Drug Task Force in the Dublin Metropolitan East Division.

The plan focuses on ways in which we are committed to preventing crime, reducing the fear of crime, making our roads safer and ensuring safer and more congenial communities.

**Diarmuid O Sullivan**  
**CHIEF SUPERINTENDENT, DMR (EAST)**

## ***VISION***

**‘Excellent people delivering policing excellence’**

## ***MISSION***

**Working with communities to Protect and Serve**

## ***VALUES***

<b>Honesty –</b>	Being honest and ethical and adhering to the principles of fairness and justice
<b>Accountability –</b>	Accepting individual responsibility and ensuring public accountability
<b>Respect –</b>	having respect for people, their Human Rights and their needs
<b>Professionalism –</b>	Providing a professional policing service to all

## Ensuring our Nation's Security

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Divisional Officers in consultation with Crime and Security Section to profile dissident republicans in their Division and submit list of targets	Divisional Officers in consultation with Crime and Security Section to profile dissident republicans in their Division and submit list of targets.	Subversives to be identified and profiled. List to be compiled.	The number of subversives identified and profiled	C/Superintendent Diarmuid O Sullivan Detective Supt M. Larkin
Regional plans prepared and implemented by Regional Crime Management Team	Regional Plans Implemented	Divisional Crime Management Team to implement proactive crime strategies in response to emerging crime trends.	Number and type of initiatives implemented.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
RMSU will provide briefings on CHIS in each Division.  Training for all CHIS personnel in the use of the CHIS Charter System to be carried out	Increase in referrals to CHIS  All CHIS personnel trained.	Divisional Crime Management Team to Facilitate CHIS briefings	Number of referrals to CHIS	C/Superintendent Diarmuid O Sullivan Detective Supt M.Larkin Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Ensure that An Garda Síochána work proactively to contribute to implementation of the Inter Agency Major Emergency Management Programme 2012.	Inter Agency Major Emergency Management Programme implemented	Implement Inter Agency Major Emergency Management Programme 2012.	Number of Inter agency interactions	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.

Conduct an Interagency Regional Risk Assessment to identify consolidated range of hazards in each Division	Interagency Regional Risk Assessment conducted and published.	Review Corporate Risk Register	Number of meetings held. Number of links identified and actioned on. Number of Risk Assessments completed in respect of Embassies and their residences	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Conduct at least two Regional Major Emergency Planning Exercises from a list of scenarios selected as exemplars on which preparedness is based (i.e. road, rail, marine, air, public event, fire, explosion, CBRN, public health, etc.)	Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework	Conduct at least two Divisional Major Emergency Planning Exercise	Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. Inspector M. Mooney Blackrock
Conduct a review of Inter Agency Emergency Management Structures in place (historical, financial, human resources, exercises, etc.) aimed at improving the interagency momentum towards MEM.	Review to be completed and submitted.	Review of Major Emergency for Dun Laoghaire Harbour/Leopardstown Races. Number of interactions with the Central Bank, Sandyford to include a review of protection order.	Number of Major Emergency Exercises conducted.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. Inspector M. Mooney Blackrock

Review Eastern Region Major Emergency Plans and amend the plans as appropriate to include the completion of site specific toolkits for sites identified in each Division with the potential for a major emergency.	Review Eastern Region Major Emergency Plans and amend the plans as appropriate to include the completion of site specific toolkits for sites identified in each Division with the potential for a major emergency. and number of site specific toolkits completed	Review D.M.R. East Major Emergency Plans..	Number of Major Emergency Plans reviewed.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent Blackrock. Inspector M. Mooney Blackrock
Examine the training requirements of the various functions and roles associated with Major Emergency Management.	Number of training courses developed to be delivered through a three tier process (management, operational and practitioner).	Major Emergency Management	Number of personnel (management, operational and practitioner). trained	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent Blackrock. Inspector M. Mooney Blackrock
Further develop strategic crisis management capacity through the establishment of a Regional and Divisional Crisis Management Team and the development of the Eastern Region Garda Major Emergency Crisis Management facility.	Regional and Divisional Crisis Management Team established and Garda Major Emergency Crisis Management facility developed.	Divisional Crisis Management Team to be established and Garda Major Emergency Crisis Management facility developed	Number of Crisis Management Team seminars.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent Blackrock. Inspector M. Mooney Blackrock
<b>Divisional Outcome: A Secure Nation. An active role in enhancing National Security</b>				

# Confronting Crime

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Tackle organised crime by:				
<ul style="list-style-type: none"><li>Develop intelligence led operations to target property crime and crimes against the person</li></ul>	Decrease in high volume crime	Movement of Criminal gangs Monitored in D.M.R East. Shared intelligence Inter Divisional operations. Ring checkpoints inter District. Operations and Corrective measures in response to Crime trends	Number of armed checkpoints. Monthly Progress report. Number of Bulletins issued. Number of intelligence reports.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. D/Superintendent M.Larlin.
<ul style="list-style-type: none"><li>Developing Intelligence led operations to target organised crime gangs / Human Trafficking</li></ul>	Operations conducted under Operation Quest (Prostitution / Human Trafficking)	Shared intelligence Inter Divisional operations National	Number of operations	
Tackle Crimes Against the Person				
<ul style="list-style-type: none"><li>Continue to risk assess and manage sex offenders</li></ul>	Number of sex offenders managed	<ul style="list-style-type: none"><li>Continue to risk assess and manage sex offenders</li></ul>	Number of sex offenders managed	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. D/Superintendent M.Larlin.
<ul style="list-style-type: none"><li>Further developing our capability to deal with on street drug dealing and put operations in place to deal with same</li></ul>	Increase in detections	Conduct Operations to deal with Drug dealing	Number of operations. Number of detections. Number of Drug Searches.	
<ul style="list-style-type: none"><li>Establish High Visibility policing operations in Crime Hot Spots.</li></ul>	Number of armed checkpoints. Monthly Progress report. Targeted patrols in response to Crime trends.	Conduct High Visibility Operations patrols in response to Crime trends	Number of operations. Increases detections.	

<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> </ul>	Number of persons profiled by Divisional Assets Profiler and forwarded to Criminal Assets Bureau.	Increase number of Divisional Assets Profilers	Number of profiles forwarded to Criminal Assets Bureau.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock D/Superintendent M.Larlin. ckrock.
<b>Divert Young People away from Crime</b>				
Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings on the utilisation of the Diversion Programme, Garda Youth Diversion Projects and Garda Youth Crime Case Management in diverting young people away from criminal activity	Number of Gardaí trained in Case Management	Number of briefings.	Number of members trained in Case Management.  Number of Offenders subject to Case Management.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. D/Superintendent M.Larkin



<b>Tackle Organised Crime</b>  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.	Intelligence led operations developed and implemented	Shared intelligence with National Units, Joint Operations Inter Divisional Bulletins Circulated. Operation Anvil Checkpoints to monitor and impede Movement of Criminals in Division.	Decrease in Volume crime.  Increase in detections.  Number of initiative	
Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft.	Intelligence led operations developed and implemented	Crime analysis service utilised to develop operations to target domestic burglaries, shoplifting & bicycle theft.	Number of interactions and initiatives Implemented in response to Crime Trends  Decrease in Crime  Increase in detections	
Engage with other agencies and communities to develop our response to all crimes	Number of inter agency Initiatives.	Improve the District Crime Prevention capability through Business Watch, Neighbourhood Watch, Campus Watch and Hospital Watch. establishment of 'Crime Beats' in response to trends. Perform Luas/Dart Burglary Patrols.	Number of interagency initiatives.  Community Safety Groups established	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. D/Superintendent M.Larlin.
Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles. Extend Case Management process to include Adults	Adult Case Management introduced	Continue to develop our Case Management capability in each Division	Number of Juvenile and Adult Offenders being Case Managed  Number of non Gardai trained in Problem Solving Approach  Problem Solving Approach implemented in each Division	

				C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. D/Superintendent M.Larlin.
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.	Allocate responsibility for the management of Warrants to named inspector at Station level  Increase warrant execution rates	Implement measures to improve warrant execution rates. Monthly warrant activity reports to include execution	Number of Bench Warrants / Penal /Distress and Committal orders executed.	
Maximise the Photographing and Fingerprinting of suspects	100% of arrested persons photographed and fingerprinted where legal authority exists.  Increase the number of arrested persons invited to provide fingerprints voluntarily	100% of arrested persons photographed and fingerprinted where legal authority exists  Other arrested persons invited to provide fingerprints voluntarily	Number of persons arrested Number of persons photographed / fingerprinted Percentage of persons Photographed / fingerprinted.	
Outcome: Reduced Crime and Fear of Crime				

# Effective Roads Policing

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

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Implementation of Regional Roads Policing Operations Plan 2012.	Plan implemented	Develop Regional Roads Policing Operations Plan 2012.	Regional Roads Policing Plan developed and implemented.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.  Divisional Traffic Inspector
Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders.	Plan developed	Develop and record all operations in Regional Roads Policing Plan under Operation Bothar Four, Organisation code 104313	All operations and activities recorded under Operation Bothar Four, Organisation code 104313.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent Blackrock.
		Ensure effective representation on Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders	Plan developed	Divisional Traffic Inspector
Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012 .	Number of speed detections of HGV'S and Buses  Increase in Road Transport detections.	Increased enforcement for excessive speed by HGV's and Buses.  Continued enforcement of DMR HGV Cordon Continued enforcement for overweight and defective HGV'S. Increased enforcement of Lighting Regulations particularly in relation to Buses, HGV's and organised transport.	Number of detections for: ➤ <i>Intercept Speed(including PUMA)</i> , ➤ <i>Non-Intercept Speed</i> , for HGV's and Buses Number of checkpoints performed. Number of summonses issued. Number of detections for	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. Divisional Traffic Inspector

			overweight/defective HGV'S. Number of detections for lighting offences.	
Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles.	Number of operations performed.	<p>Increased enforcement to specifically target the incidences of speeding by organised transport.</p> <p>Increase operations to detect inappropriate driver behaviour by organised transport.</p> <p>Increase enforcement of legislation pertaining to mobile phone usage by drivers including commercial drivers.</p> <p>Increased enforcement of Regulations pertaining to SPSV's with emphasis on plying for hire offences</p> <p>Increased operations to target behaviour of vulnerable road users particularly pedestrians, pedal cyclists and red light running.</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 operations performed. Number of offences detected.</p> <p>Number of operations performed. Number of offences detected.</p> <p>Number of operations performed. Number of offences detected.</p> <p>Number of operations performed. Number of pedal cycle offences detected</p>	

<p>Improve Road Safety through collision analysis and develop Casualty Reduction Plan with particular emphasis on:</p> <ul style="list-style-type: none"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink/drug driving legislation including Sec. 9 Road Traffic Act 2011</li> </ul>	<p>Divisional Casualty Reduction Plan implemented. Reduction in Fatal and serious injury collisions</p> <p>Increase in the number of speeding detections. Increase in the number of non-intercept. Number of persons breath tested.</p>	<p>Increased enforcement to specifically target the incidences of speeding by organised transport.</p> <p>Increase operations to detect inappropriate driver behaviour by organised transport.</p> <p>Increase enforcement of legislation pertaining to mobile phone usage by drivers including commercial drivers.</p> <p>Increased enforcement of Regulations pertaining to SPSV's with emphasis on plying for hire offences</p> <p>Increased operations to target behaviour of vulnerable road users particularly pedestrians, pedal cyclists and red light running.</p> <p>Implementation of Casualty Reduction Plan during specified periods in the DMR during 2012 in consultation with Divisional Officers and Garda Síochána Analysis Service (GSAS), including post operation reviews.</p> <p>FCIU to assist in review of Fatal and Serious Injury RTC details to assist GSAS in identifying operational requirements.</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 operations performed. Number of offences detected. Number of operations performed. Number of offences detected.</p> <p>Number of operations performed. Number of offences detected</p> <p>Casualty Reduction Plan implemented.</p> <p>Reduction in fatal and serious injury collisions. Review performed. Reports supplied</p> <p>Review performed. Information supplied.</p>	<p>C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.</p> <p>Divisional Traffic Inspector</p>
--	---	---	---	--

		<p>Continued identification of Collision Prone Zones for effective Roads Policing enforcement with emphasis on speed enforcement, including non-intercept speed, particularly in 50kph zones.</p> <p>Based on Analysis Service report, targeted enforcement in 30kph and 50kph zones to reduce risk to vulnerable road users in DMR.</p> <p>Increase compliance with impaired driving legislation.</p> <p>Full compliance of Sec. 9 Road Traffic Act 2011 including review process to ensure compliance with provisions.</p> <p>Ensure maximum number of driver's detected speeding at intercept speed checks are breath tested.</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>Particularly in 50kph zones.</p> <p>Number of persons breath tested. Number of persons detected driving while impaired.</p> <p>Number of drivers involved in injury collisions breath tested. All incidents reviewed.</p> <p>Percentage of drivers detected at intercept speed checks breath test</p>	<p>C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.</p> <p>Divisional Traffic Inspector</p>
<p>Maximise the effective use of technology in both traffic and crime related operations (PUMA/ANPR+CCTV)</p>	<p>Increased monitoring of vehicles by ANPR. Number of operations supported.</p>	<p>Develop Roads Policing Operations to optimise ANPR usage.</p> <p>Strict enforcement on display and legal format of vehicle registration plates</p>	<p>Number of operations performed. Number of vehicles monitored.</p> <p>Number of prosecutions for registration plate offences.</p>	

		<p>Develop process to capture and collate PUMA images for post incident analysis.</p> <p>Ensure maximum use of PUMA images in promotion of safe driving</p> <p>Utilising PUMA for increased enforcement of speed/inter-distancing in Dublin Port Tunnel.</p> <p>Utilise technology in partnership with NTA and Local Authorities to support enforcement and traffic management.</p> <p>Provide liaison for ANPR queries with M50 toll operators.</p> <p>Develop ANPR live text facility with M50 Toll Operators for operations.</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>Process developed.</p> <p>Number of images utilised</p> <p>Number of offences detected.</p> <p>Number of operations supported</p> <p>Number of queries processed. Number of positive results.</p> <p>Number of operations supported</p> <p>Number of operations performed</p>	<p>C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.</p> <p>Divisional Traffic Inspector</p>
<p>All Traffic Corps members to undergo Criminal Interdiction programme.</p> <p>Continue to liaise with GoSafe to ensure effective deployment in DMR.</p> <p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations to be conducted.</p>	<p>All Traffic Corps members up-skilled. Collision analysis performed. Locations supplied.</p> <p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p>Ensure all Traffic Corps members undergo Criminal Interdiction programme.</p> <p>Perform collision analysis in conjunction with GNTB, GSAS and FCIU.</p> <p>Supply of suitable locations for GoSafe deployment.</p>	<p>All Traffic Corps members up-skilled.</p> <p>Periodic collision analysis performed by GSAS.</p> <p>Information supplied by FCIU. Locations determined.</p>	<p>C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.</p> <p>Divisional Traffic Inspector</p>

Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities	Number of schools visited. Number of presentations made.	Support Divisional School Bus Safety Operations Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities.	Number of Operations supported. Number of offences detected.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.  Divisional Traffic Inspector
		Review of “It won’t happen to me” presentation.	Number of Road Safety presentations made to schools/colleges Presentation reviewed. Recommendations made.	
Ensure co-ordination of one bi-lateral checkpoint conducted in each Division per week and one multi agency checkpoint conducted in each Region per week	Number of checkpoints co-ordinated and performed.	Ensure co-ordination of one bi-lateral checkpoint conducted in each Division per week and one multi agency checkpoint conducted in each Region per week	Number of checkpoints co-ordinated Number of checkpoints supported by Road Transport unit.	
		Quarterly reporting of all bi-lateral and Multi-agency checkpoints to be undertaken.	Number of returns submitted.	
		Ensure all bi-lateral and multi-agency checkpoints are accurately recorded on PULSE.	Number of checkpoints recorded on PULSE.	
Divisional Outcome : Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries				



## Ensuring a Peaceful Community

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime	Public disorder/assaults/criminal damage incidents reduced Number of Adult Cautions administered in relation to anti social behaviour	Dedicated patrols in target areas in respect of alcohol and drug related anti social behaviour and youth crime.	Monthly Progress Report Number of Public Order Incidents. Number of Criminal Damage Incidents. Number of Assaults	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of test purchase operations conducted	Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of test purchase operations conducted	
Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour	Number of meetings with licensed trade	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	Dedicated patrols in target areas in respect of alcohol and drug related anti social behaviour and youth crime	
Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti-social behaviour and youth crime	Public Disorder/assaults/criminal damage incidence's reduced	Dedicated patrols in target areas in respect of alcohol and drug related anti social behaviour and youth crime.	Number of Public Order Incidents. Number of Criminal Damage Incidents. Number of Assaults.	

Utilise Anti-Social behaviour Orders and other Behaviour Warnings in appropriate cases	Number of Anti-Social Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour orders issued under the Criminal Justice Act, 2006  Number of Adults Cautions administered in relation to anti social behaviour	Utilise Anti-Social behaviour Orders and other Behaviour Warnings in appropriate cases	Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006. Number of Adult Cautions administered Number of referrals to National Juvenile Office. Number of detections under the Public Order Acts	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Engage effectively with local communities to reduce the incidents of public disorder and anti social behaviour	Public Disorder/assaults/criminal damage incidence’s reduced	Engage with local communities to reduce fear and number of public disorder and anti social behaviour incidents.	Public Disorder/assaults/criminal damage incidence’s reduced	
Develop information led high visibility patrolling plan in each District.	High Visibility Plans developed and implemented	Develop information led high visibility patrolling plan in each District.	Number of High Visibility Plans and Patrols	
Divisional Outcome Safer and more peaceful local communities				

## Working with Communities

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

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Further develop the existing community engagement process to ensure participation from our new communities.	Community Safety Groups established	Continue and develop Community Engagement process	Number of initiatives and Safety Groups established.	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
<b>Continue meaningful engagement with Young People</b>				
Further develop the existing community engagement process to ensure participation from young people.	Number of initiatives in place to engage positively with young people and new communities.	Further develop the existing community engagement process to ensure participation from young people.	Number of initiatives in place to engage positively with young people	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
<b>Ensure the protection of Vulnerable persons and Groups.</b>				
Establish Community Safety Groups in support of Local Policing Fora.	Number and type of Safety Groups established	Establish Community Safety Groups in support of Local Policing Fora.	Number and type of Safety Groups established	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.

Improved understanding and responsiveness to Community needs				
Develop the use of Problem Solving Approach in communities.	Number of Gardaí trained in problem solving approach  Number of non Gardai trained in Problem Solving Approach  Problem Solving Approach implemented in each Division	Provision of training in problem solving Through Continuous professional development.	Number of Gardaí trained in problem solving approach  Number of non Gardai trained in Problem Solving Approach  Problem Solving Approach implemented in each Division	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Recognising and responding to the needs of Victims of Crime				
Appoint and Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy	Action strategies developed in relation to Diversity, Older people, Youth & Children	Appoint and Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy	Number and type of strategies developed in relation to Diversity, Older people, Youth & Children	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock
Crime Victims letters to be issued in accordance with existing policy	Number of Letters sent to Victims of Crime	Crime Victims letters to be issued in accordance with existing policy	Number of Letters sent to Victims of Crime	
Divisional Outcome : Trust and confidence in the Garda service				

## An Excellent Organisation

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

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
Workforce Planning				C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Ensure full support of the new Rostering system	Work to ensure that rosters more closely match demands for service with resources deployed	Ensure full support of the new Rostering system	Examination of rostering arrangements carried out in each District to identify best fit between resources and demand	
Organisational reform				
Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.	Reduction in absences	Full commitment to utilisation of the Sickness Absence Management System (SAMS)	Reduction in absences	
Ensure Value for money and the innovative use of resources				
Ensure effective use of resources	Policing priorities financed within allocated budgets	Ensure value for money in the management of resources	Policing priorities finances within allocated budgets  Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	
Establish a Divisional Implementation team to manage station closures and reduced opening hours programme	Divisional Implementation Plan prepared and actioned	Ensure an effective internal and external communications strategy is developed to support the station closure and reduced opening hours programme.	Divisional Implementation Plan prepared and actioned Establish a Divisional Implementation team to manage station closures and reduced opening hours programme.	

Further develop Regional Warrant Execution Management Team	Members of Inspector rank appointed to the Regional Warrant Execution Management Team at each Garda Station	Inspector Nominated	Improvement in Warrant Enforcement & Execution	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent Blackrock.
Ensure that Public Order capability is maintained in each Division at both Command and operational levels	Training provided for all members of Public Order Unit as required	Provide adequate Public Order to meet needs Of the Division.	Number of Gardaí trained in Public Order	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock. Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent Blackrock.

Ensure value for money in the management of resources	<p>Policing priorities finances 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>Risks identified and measures put in place to control, monitor and evaluate risks.</p>	Ensure value for money in the management of resources	<p>Policing priorities finances 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>Risks identified and measures put in place to control, monitor and evaluate risks.</p>	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Proactively manage absence through sickness across the Dublin Metropolitan region	<p>District officers utilise the Sickness Absence Management System (SAMS)</p> <p>Reduction in the number of Sick Days</p>	Appoint Inspector to Monitor & nominate	Reduction in sickness & absence Compliance with procedure	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.
Each Division will identify all training deficiencies	Report on Training deficiencies identified and plan developed to address these	Divisional input to training needs	Required training identified and delivered efficiently	
Develop Problem Solving capabilities amongst Community Gardaí	Appoint Inspector in each District and pilot Problem Solving approach in nominated Districts	Appoint Inspector in each District and pilot Problem Solving approach in nominated Districts	Improve Problem Solving capabilities amongst Community Gardaí	
Develop Juvenile Case Management capability		Appoint an Inspector in each District to oversee the implementation of the case management system	<p>*Number of Gardaí trained in case management</p> <p>*Number of persons subject to case management.</p>	C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.

Support the Development and Roll Out of Regional information sites on Garda Portal		<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
Risk Registers to be completed and updated in accordance with policy	<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>	Risk Registers to be completed and updated in accordance with policy	<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>C/Superintendent Diarmuid O Sullivan Superintendent Martin Fitzgerald Dún Laoghaire / Superintendent John Hand Blackrock.</p>
Further develop the Corporate Risk Matrix	Risk Register completed	Further develop the Corporate Risk Matrix	Risk Register completed	
<b>Divisional Outcome: Highly motivated people; better service to citizens; more effective use of resources</b>				



