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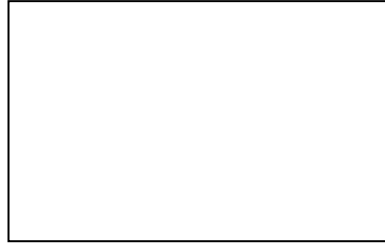
Annual Policing Plan

Dublin Metropolitan Region

NORTHERN DIVISION

'Working with our Communities'

FOREWORD



I am pleased to introduce the Annual Policing Plan for 2012 for the Dublin Metropolitan Region, Northern Division. This Policing Plan is the final phase of the three year planning cycle outlined in the Garda Síochána Corporate Strategy 2010 to 2012 inclusive.

The Northern Divisional Plan is underpinned by Four key imperatives of the Garda Síochána Corporate Strategy 2010 to 2012 namely: Honesty, Accountability, Respect and Professionalism. In developing and producing this plan we have continued to consult with the community and a diverse range of partners, and their concerns and priorities are reflected throughout the Plan.

Policing Plans for the Ballymun, Raheny, Coolock and Balbriggan Garda Districts are drawn up using the framework of the Divisional, Regional and National Policing Plans with particular emphasis placed on their specific District needs.

The work of An Garda Síochána in 2012 and beyond will be against a background of extremely challenging circumstances. During 2012 we will expand on the work carried out to date in establishing, and supporting the work of Local Policing Fora in each Local Drugs Task Force Area in the Division. The training of Gardaí, agency representatives, and members of the community in Problem Orientated Policing will be a key part of our approach to working with communities in developing shared solutions to the problems encountered in local neighbourhoods.

As always, our core activities are **prevention and detection of crime** and the **protection of life and property**. Intelligence led operations will be utilised to target crimes against the person, property crime and organised crime. Equally Road Safety will continue as a priority within this Division through targeted enforcement and the use of new technology to maintain recent encouraging trends in relation to Fatal and Serious Injury Collisions.

To conclude, I welcome and encourage feedback from interested parties on any aspect of the Policing Plan now being embarked on for 2012 which could assist me in achieving the objectives of the plan.

(G. Phillips) Chief Superintendent

JANUARY 2012.

VISION

*`Excellent people delivering
policing excellence`*

MISSION

Working with Communities to Protect and Serve

VALUES

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

GOAL 1 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
<p>Divisional Officers in consultation with Crime and Security Section to profile dissident republicans in their Division and submit list of targets.</p> <p>Regional plans prepared and implemented by Regional Crime Management Team</p>	<p>Regional Plans Implemented</p>	<p>To identify and profile Dissident Republicans and compile a list of Divisional Targets.</p> <p>Prepare and Implement Divisional / District Plans to reduce the threat from Dissident Republicans.</p>	<p>Number of Dissident Republicans profiled and Divisional List of targets compiled.</p> <p>Divisional plans completed and reviewed quarterly.</p>	<p>D/Supt DMR North. Each D/Insp.</p> <p>D/Supt DMR North. Each D/Insp.</p>
<p>RMSU will provide briefings on CHIS in each Division.</p>	<p>Increase in referrals to CHIS</p>	<p>Bi-annual briefings in each District to increase awareness of CHIS and in turn increase referrals</p>	<p>Number of Briefings delivered.</p> <p>Number of CHIS referrals on a quarterly basis.</p>	<p>Supt Curran D/Insp Noonan</p> <p>Supt Curran D/Insp Noonan</p>
<p>Training for all CHIS personnel in the use of the CHIS Charter System to be carried out</p>	<p>All CHIS personnel trained.</p>	<p>To ensure all CHIS personnel trained in the CHIS Charter System</p>	<p>Numbers trained in CHIS Charter.</p>	<p>Supt Curran D/Insp Noonan</p>
<p>Ensure that An Garda Síochána work proactively to contribute to implementation of the Inter Agency Major Emergency Management Programme 2012</p>	<p>Inter Agency Major Emergency Management Programme implemented</p>	<p>Each Supt / Nominated Divisional Inspector contribute to implementation of the Inter Agency Major Emergency Management Programme 2012</p>	<p>Inter Agency Major Emergency Management Programme implemented</p>	<p>Each Supt. Nominated Divisional Insp.</p>
<p>Conduct an Interagency Regional Risk Assessment to identify consolidated range of hazards in each Division</p>	<p>Interagency Regional Risk Assessment conducted and published.</p>	<p>Divisional Interagency Risk Assessment to identify consolidated range of hazards in DMR North Division</p>	<p>Divisional Interagency Risk Assessment conducted and published.</p>	<p>Each Supt. Nominated Divisional Insp.</p>

<p>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.)</p>	<p>Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework</p>	<p>To conduct at least ONE District Major Emergency Planning Exercises from a list of scenarios within the Major Emergency Management Framework</p>	<p>Number of District Major Emergency Planning Exercises undertaken.</p>	<p>Each Supt. Nominated Divisional Insp.</p>
<p>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.</p>	<p>Review completed and submitted.</p>	<p>Conduct a review of Inter Agency Emergency Management Structures in place in the Division.</p>	<p>Progress Reports on Review.</p>	<p>Each Supt. Nominated Divisional Insp.</p>
<p>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.</p>	<p>Major Emergency Plans reviewed and number of site specific toolkits completed</p>	<p>To review ME Plans in place at sites within the Division with potential for a Major Emergency.</p>	<p>Major Emergency Plans reviewed and number of site specific toolkits completed for sites within the Division with potential for a Major Emergency</p>	<p>Each Supt. Nominated Divisional Insp.</p>
<p>Examine the training requirements of the various functions and roles associated with Major Emergency Management.</p>	<p>Number of training courses developed to be delivered.</p>	<p>Examine the MEM training requirements within the Division and develop appropriate training courses</p>	<p>Number of training courses developed to be delivered.</p>	<p>Each Supt. Nominated Divisional Insp. Sgt Mekitarian. Divisional CPD.</p>
<p>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.</p>	<p>Regional and Divisional Crisis Management Team established and Garda Major Emergency Crisis Management facility developed.</p>	<p>To develop strategic crisis management capacity through the establishment of a Divisional Crisis Management Team.</p>	<p>Divisional Crisis Management Team established and Status.</p>	<p>Each Supt. Nominated Divisional Insp.</p>

<p>Prepare for Ireland's Presidency of the EU Council, January to June 2013</p>	<p>Meetings of Garda Presidency Working Group scheduled and co-ordinated</p> <p>Garda representation at all meetings of Dept of Justice & Equality Sectoral Presidency Working Group</p> <p>Training requirements identified, and training provided.</p>	<p>Establishment of EU Presidency Project Management Team under Supt Paul Moran utilising all Divisional expertise.</p> <p>Nominate personnel from EU Presidency Project Management Team to attend EU Meetings when plans are further developed.</p> <p>EU Presidency Project Management Team to review and upgrade Operational Order for Major, Medium or Lower profile events.</p>	<p>EU Presidency Project Management Team under Supt Paul Moran established and status updates.</p> <p>Number of EU Presidency meetings attended and developments.</p> <p>Quarterly evaluation of progress.</p>	<p>Supt. Paul Moran "H" District.</p> <p>Supt. Paul Moran "H" District. Project Management Team.</p> <p>Supt. Paul Moran "H" District. Project Management Team.</p>
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GOAL 2 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
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Develop intelligence led operations to target property crime and crimes against the person Developing Intelligence led operations to target organised crime gangs / Human Trafficking Continue to risk assess and manage sex offenders Further developing our capability to deal with on street drug dealing and put operations in place to deal with same Establish High Visibility policing operations in Crime Hot Spots. 	<p>Decrease in high volume crime</p> <p>Decrease in crimes against the person</p> <p>Operations conducted under Operation Quest (Prostitution / Human Trafficking)</p> <p>Number of sex offenders managed</p> <p>Increase in detections</p> <p>Intelligence led operations developed and implemented</p>	<p>To continue to target PROPERTY CRIME and CRIMES AGAINST the PERSON through intelligence led operations.</p> <p>To target individuals / groups involved in organised crime gangs / human trafficking through intelligence led operations.</p> <p>Pro-actively manage the Sex Offenders Register in each District and ensure that all sex offenders in each District are properly managed and risk assessed in accordance with current Garda policy.</p> <p>Implement intelligence led operations targeting on-street dealing</p> <p>To increase the number of detections in relation to sale /supply of drugs to include operations involving "Grow Houses"</p> <p>To Establish High Visibility policing operations in Crime Hot Spots.</p>	<p>Number of operations undertaken. Decrease in high volume crime Decrease in crimes against the person</p> <p>Number of operations conducted. Detections – Crime Gangs Detections – Human Trafficking</p> <p>Number of Sex Offenders managed in the Division</p> <p>Increase in detections – on street dealing</p> <p>Number of detections in relation to sale /supply of drugs to include operations involving "Grow Houses"</p> <p>Number of Crime Hot Spots identified in each District Number of Intelligence led operations developed and implemented</p>	<p>Each District Officer. D/Superintendent DMR(North)</p> <p>Each District Officer. D/Superintendent DMR(North)</p> <p>D/Insp. Boland, Ballymun to be assisted by D/Insp. Scott, Raheny</p> <p>Each District Officer and D/Superintendent DMR(North)</p> <p>Each District Officer and Community Police Sergeants.</p>

<ul style="list-style-type: none"> 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. Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings on Diversion Programme, Garda Youth Diversion Projects and Case Management 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. Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft. Engage with relevant agencies and all communities to develop our response to all crimes 	<p>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.</p> <p>Quarterly Briefings Delivered</p> <p>Intelligence led operations developed and implemented</p> <p>Intelligence led operations developed and implemented</p> <p>Community Safety Groups established Number of Gardaí trained in problem solving approach Number of non Gardai trained in Problem Solving Approach Problem Solving Approach implemented in each Division</p>	<p>Through the Divisional Crime Management Team to continue profiling of persons by Divisional Asset Profilers and forwarded to Criminal Assets Bureau</p> <p>To Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings on Diversion Programme, Garda Youth Diversion Projects and Case Management</p> <p>Crime Management Team established in each Division (chaired by Detective Superintendent) and District (chaired by Detective Inspector)</p> <p>To utilise the Crime Analysis Service to develop intelligence led operations to target Robbery from establishment, domestic burglaries, shoplifting & bicycle theft</p> <p>To continue to engage with relevant agencies and all communities to develop our response to all crimes</p>	<p>Number of persons targeted and profiled by Divisional Asset Profilers and forwarded to Criminal Assets Bureau</p> <p>Number of Divisional Briefings delivered on the areas identified</p> <p>Divisional and District Crime Management Teams established.</p> <p>Number of intelligence led operations developed and implemented</p> <p>Increase in detections in Robbery from establishments Increase in detections in burglary Increase in detections in shoplifting Increase in detections in bike theft.</p> <p>Community Safety Groups established Number of Gardaí trained in problem solving approach Number of non Gardai trained in Problem Solving Approach Problem Solving Approach implemented in each Division</p>	<p>D/Supt DMR NTH Each D/Insp</p> <p>Each Supt. Comm Police Sgts Div JLO Sgt.</p> <p>D/Supt DMR NTH Each D/Insp</p> <p>D/Supt DMR NTH Each Supt. Each D/Insp</p> <p>Each Supt. Nominated Divisional Insp. Comm Police Sgts Div JLO Sgt.</p>
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<ul style="list-style-type: none"> 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 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. Maximise the Photographing and Fingerprinting of suspects 	<p>Number of Gardaí trained in Case Management</p> <p>Number of Juvenile and Adult Offenders being Case Managed</p> <p>Adult Case Management introduced</p> <p>Increase warrant execution rates</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>To continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles.</p> <p>To extend Case Management process to include Adults</p> <p>To continue to ensure the objective of increasing the effectiveness of Warrants Units is achieved.</p> <p>Maximising the execution of warrants will form an integral part of each District Policing Plan.</p> <p>Maximise the Photographing and Fingerprinting of suspects</p>	<p>Number of Gardaí trained in Case Management</p> <p>Number of Juvenile and Adult Offenders being Case Managed</p> <p>Adult Case Management introduced</p> <p>Increase warrant execution rates</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>D/Supt DMR NTH Each Supt. Nominated Inspectors.</p> <p>D/Supt DMR NTH Each Supt. Nominated Inspectors.</p> <p>Each Supt. Nominated Insp.</p> <p>D/Supt DMR NTH Each Supt. Each D/Insp</p>
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GOAL 3 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 our Strategy Statement. We will develop and implement initiatives which deny the use of our roads for criminal activity.

Regional Actions	Regional Indicator	Divisional Action	Divisional Indicator	Process Owner
Implementation of Regional Roads Policing Operations Plan 2012.	Plan implemented	Through collision analysis and targeted intelligence led enforcement ensure effective and consistent enforcement of road traffic and road transport legislation and improve road-safety	Perform collision analysis in conjunction with GNTB GSAS and FCIU	Each District Officer and Insp. Harley
Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders.	Plan developed	Ensure effective representation on Transport Projects Implementation Group in developing Dublin Regional Traffic management Plan with stakeholders.	In conjunction with DMR(Regional Traffic)	Inspector Harley
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. Number of operations performed.	Increased enforcement for excessive speed of HGV'S and Buses Increased enforcement of the lighting regulations in both HGV's and buses	Number of speed detections of HGV'S and Buses Increase in the number of operations	Each District Officer and Insp. Harley
Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles.	Divisional Casualty Reduction Plan implemented. Reduction in Fatal and serious injury collisions	Divisional Reduction Plan to be implemented through collision prevention programme and school programme	Reduction of fatal traffic accidents through collision prevention programmes and schools programmes	Each District Officer and Insp. Harley

<p>Improve Road Safety through collision analysis and develop Casualty Reduction Plan with particular emphasis on:</p> <ul style="list-style-type: none"> • Increased compliance with speed limits • Increased compliance with drink/drug driving legislation including Sec. 9 Road Traffic Act 2011 <p>Maximise the effective use of technology in both traffic and crime related operations (PUMA/ANPR+CCTV)</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>Increase in the number of Intercept speeding detections.</p> <p>Increase in the number of Non Intercept Number of persons breath tested</p> <p>Increased monitoring of vehicles by ANPR. Number of operations supported.</p> <p>All Traffic Corps members up-skilled.</p> <p>Collision analysis performed. Locations supplied.</p>	<p>Increase the detection rate for intercept speeding detections</p> <p>Increase in detection rate for Drunk Driving Detections and the non wearing of safety belts</p> <p>Increase in the number of persons breath tested</p> <p>Intelligence gathering on high profile criminals and their associates(to include assets intelligence) Interventions including stop & search of high profile criminals and their associates through the use of PUMA, ANPR+CCTV</p> <p>All DTU members to be up skilled</p> <p>Reduction of fatal traffic accidents through collision prevention programmes and high visibility policing and Go Safe Programme</p>	<p>Number of intercept speeding offences detected and comparison made with same quarter in 2011</p> <p>Number of drink and drug related offences detected and comparison made with same quarter in 2011</p> <p>Number of high profile criminals targeted through the use of PUMA, ANPR+CCTV</p> <p>Number of DTU members up skilled</p> <p>Number of collision prevention programmes and comparison made with the same quarter in 2011</p>	<p>Each District Officer and Insp. Harley</p> <p>Insp. Harley and Sgt. Mekitarian CPD</p> <p>Each District Officer and Insp. Harley</p>
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<p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations to be conducted.</p>	<p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted.</p>	<p>Each District Officer and Insp. Harley</p>
<p>Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities</p>	<p>Number of schools visited. Number of presentations made.</p>	<p>To target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities</p>	<p>Number of schools visited. Number of presentations made.</p>	<p>Each District Officer and Insp. Harley</p>
<p>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</p>	<p>Number of checkpoints co-ordinated and performed.</p>	<p>Increase in MAT and Multi agency checkpoints for 2012 for the purpose of intelligence led operations and accurately record same on PULSE</p>	<p>Increase in MAT and Multi agency checkpoints</p>	<p>Each District Officer and Insp. Harley</p>

GOAL 4 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
<p>Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime</p>	<p>Public disorder/assaults/criminal damage incidents reduced</p> <p>Number of Adult Cautions administered in relation to anti social behaviour</p>	<p>Target Public Order Hot Spots – targeting crime and anti-social behaviour to identify trends and patterns in relation to criminal damage and assaults</p> <p>Adult Cautions administered</p>	<p>Number of arrests for public order related offences detected and comparison made with same quarter in 2011</p> <p>Number of Adult Cautions administered</p>	<p>Each District Officer</p>
<p>Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons</p>	<p>Number of test purchase operations conducted</p>	<p>Proactively enforce the various liquor licensing including test purchases and public order legislation available to the Gardai leading to an increase the detection rate for licensing offences under the Liquor Licensing legislation</p>	<p>Number of licensed premises inspected/ Test Purchase operations detections & prosecutions and comparison made with the same quarter in 2011</p>	<p>Each District Officer</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>Number of meetings with licensed trade.</p>	<p>To continue 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>Number of meetings with licensed traders</p>	<p>Each District Officer</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>Develop information led high visibility patrolling plan in each District.</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>High Visibility Plans developed and implemented</p>	<p>Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases</p> <p>Increase Garda visibility in urban centres and known trouble spots at night and weekends thereby adopting a low tolerance stance in relation to alcohol and drug related anti-social behaviour</p> <p>Leading to an increase in detection rate for public order offences</p>	<p>Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006.</p> <p>Number of Gardaí deployed in high visibility foot patrols and comparison made with the same quarter in 2011</p> <p>Increased detection rate for Public Order Offences</p>	<p>Each District Officer</p> <p>Each District Officer</p>
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GOAL 5 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
<ul style="list-style-type: none"> Further develop the existing community engagement process to ensure participation from our new communities. Further develop the existing community engagement process to ensure participation from young people. 	Community Safety Groups established	<p>To Establish Community Safety Groups in each District</p> <p>Allocate responsibility to Community Gardai for specific areas in each Garda Sub-District</p>	Number of Community Groups established	<p>Each District Officer and D/Superintendent DMR(North)</p> <p>Sgt. Treacy, JLO, DMR(North)</p> <p>Sgt. Mekitarian, CPD, DMR(North)</p>
	Number of initiatives in place to engage positively with young people and new communities.	<p>Further develop the existing community engagement process to ensure participation from young people</p> <p>Sgt. Tracey to liaise with Community Relations Section Harcourt Sq. in the implementation of elements of the National Youth Justice Strategy in each district.</p>	Number of initiatives in place in each Division	Insp i/c Community Policing each District
<ul style="list-style-type: none"> Establish Community Safety Groups in support of Local Policing Fora. 	Community Safety Groups established in support of Local Policing Fora.	Establish Community Safety Group for each Local Policing Fora.	Number of Community Safety Groups in Local Policing for a areas	Each Superintendent.
<ul style="list-style-type: none"> Develop the use of Problem Solving Approach in communities. 	Number of Gardaí trained in problem solving approach	Inspector appointed in each nominated District to manage training and rollout of Problem Solving Approach	Number of Gardai trained in problem solving approach in Division.	Each Superintendent.
	Number of non Gardaí trained in Problem Solving Approach	Ensure members receive training in problem solving approach.	Number of stakeholders trained in Problem Solving Approach.	Divisional Insp i/c Problem Solving.
	Problem Solving Approach implemented in each Division	Ensure Stakeholders receive training in problem solving approach		

<ul style="list-style-type: none"> • Appoint and Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy • Crime Victims letters to be issued in accordance with existing policy 	<p>Action strategies developed in relation to Diversity, Older people, Youth & Children</p> <p>Number of Letters to victims of crime in comparison to number of crimes for each quarter.</p> <p>Number of follow up visits to persons of pensionable age who are victims of crime.</p>	<p>Action strategies developed in relation to Diversity, Older people, Youth & Children</p> <p>Appoint an Inspector in each District to manage strategies in relation to Older People.</p> <p>100% of crime victims contacted in writing by the District Officer advising them of the availability of victim support services</p> <p>To continue our strategy in contacting persons of pensionable age who is a victim of domestic burglary or assault shall have a community Garda visit with crime prevention strategies and reassurance</p>	<p>Inspector appointed to implement each strategy in relation to Diversity, Older People, Youth & children.</p> <p>Inspector appointed in each district.</p> <p>Number of Letters to victims of crime in comparison to number of crimes for each quarter.</p> <p>Number of follow up visits to persons of pensionable age who are victims of crime.</p>	<p>Each Superintendent.</p> <p>Inspector i/c each District</p> <p>Each Superintendent.</p>
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GOAL 6 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
Ensure full support of the new Rostering system	Ensure full support of the new Rostering system	Ensure full support of the new Rostering system	Ensure all members are informed in a timely manner of the arrangements regarding the new roster	Each District Officer and D/Superintendent DMR(North)
Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.	Reduction in absences	District Officers to make full use of the sickness absent management system to monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.	Reduction in absence	Each District Officer and D/Superintendent DMR(North)
Ensure effective use of resources	Policing priorities financed within allocated budgets	Ensure effective use of resources	Policing priorities financed within allocated budgets	Each District Officer and D/Superintendent DMR(North)
Regional Financial Management Policy Implemented	Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	Regional Financial Management Policy Implemented	Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	
Continue to implement the organisational Environmental Strategy		Continue to implement the organisational Environmental Strategy		
H.Q. Directive 109/11 fully implemented	Reduction in court Overtime	Each District to manage Court attendance.	Reduction in court Overtime	Each District Officer.
	Reduction in the amount of time Gardai spent in Court	Full use made of Adult caution scheme and Fixed Penalty Notice scheme	Reduction in the amount of time Gardaí spent in Court.	
		Full use made of Court Presenters.		

<p>Establish a Divisional Implementation team to manage station closures and reduced opening hours programme.</p> <p>Ensure an effective internal and external communications strategy is developed to support the station closure and reduced opening hours programme</p>	<p>Divisional Implementation Plan prepared and actioned</p>	<p>Divisional Implementation Plan prepared and actioned</p>	<p>Divisional Team established to manage station closures and reduced opening hours programme.</p> <p>Divisional Team established to ensure effective communication strategy (both internal and external) to support station closures and reduced opening hours.</p>	<p>Each District Officer.</p> <p>Supt Moran i/c Divisional Implementation Team</p>
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