



2011

Annual Policing Plan

Dublin Metropolitan Region

'Working with our Communities'

Foreword

I am pleased to introduce the Annual Policing Plan 2011 for the Dublin Region. This plan sets out the strategic priorities which we will strive to achieve during the year. 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'. These goals will in turn be reflected in the Policing Plans developed in each of the Seven Divisions in the Dublin Region.



The plan also outlines our strategic goals for the second year of the Strategy Statement 2010 – 2012 and includes the 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 work of An Garda Síochána throughout the Dublin Region in 2011 will be carried out against a backdrop of the challenging economic circumstances which face every public sector organisation. However, I am of the belief that with strong leadership and prudent financial management, coupled with the commitment of all Garda and Civilian personnel in the Region, these challenges will be met and overcome. It is vital that we go about our business in a manner which reflects the core values of Honesty, Accountability, Respect and Professionalism

The Mission Statement of An Garda Síochána is ‘Working with Communities to Protect & Serve’. The commitment in this plan is that we will strive to action that Mission Statement by building a Garda service that reflects the needs and priorities of the people who live, work, visit and travel through the city. A core focus of An Garda Síochána in Dublin in 2011 will be in confronting those involved in armed and serious crime, through both overt and covert intelligence led operations. 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 people of Dublin. Our ultimate goal is to ensure that we provide an excellent policing service to all communities throughout the city and county of Dublin. During 2011 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 Region. The training of Gardaí in Problem Orientated Policing techniques will be a key part of our approach to working with communities in developing shared solutions to the problems encountered in local neighbourhoods.

The 2011 plan details the ways in which we will maintain our focus and commitment to our core activity, which is the prevention and detection of crime. We will prioritise the deployment of our resources in a way which is designed to confront crime, make our roads safer and ensure more peaceful communities across the city.

M. FEEHAN
ASSISTANT COMMISSIONER DMR
January 2011

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

Draft Priorities for An Garda Síochána for 2011 Determined by the Minister for Justice, Equality and Law Reform

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- (a) preserving peace and public order,
- (b) protecting life and property
- (c) vindicating the human rights of each individual
- (d) protecting the security of the State,
- (e) preventing crime
- (f) bringing criminals to justice, including by detecting and investigating crime,
- (g) regulating and controlling road traffic and improving road safety;

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, youth justice, victims of crime, road safety, and on domestic and sexual violence.

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, in accordance with Section 20 of the Garda Síochána Act 2005.

Security

To protect the State and the people against terrorism in all its forms.

Crime

To combat serious crime, in particular organised crime.

Policing Communities

To achieve the maximum levels of safety for local communities and to provide a community policing service which meets the demands of the public.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

Victims of Crime

To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

Human Trafficking

To prevent and detect human trafficking.

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

National Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
<p>Identify and analyse any threat to the State emanating from terrorist and extremist groups and take appropriate action</p> <p>Disrupt the connection between organised crime gangs and subversive/terrorist groups</p> <p>Continue to develop the crisis incident management capability in relation to tiger kidnappings, hostage negotiation and barricade incidents</p> <p>Consolidate developments emerging from the 'Framework for Major Emergency Management in Ireland'</p>	<p>No terrorist attacks occurring within the State</p> <p>Enhanced intelligence gathering to support targeted operations against terrorist and extremist groups</p> <p>Levels of activity against organised crime gangs and subversive/terrorist groups</p> <p>Number of Regional Support Unit (RSU) call outs to crisis incidents</p> <p>Crisis incident management training conducted</p> <p>Major Emergency Planning exercises conducted in all Garda Regions</p> <p>All Critical Infrastructure Audits conducted</p>	<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>Support and provide training for On Scene Commanders</p> <p>Review Eastern Region Major Emergency Plan and amend the plan as appropriate</p> <p>Develop a Regional Strategic Plan for Emergency exercises to be conducted in 2011</p>	<p>No terrorist attacks occurring within the Region</p> <p>Number of serious breaches of security at national facilities</p> <p>Number of facilitates risk assessed</p> <p>Number of Subversive gangs profiled</p> <p>Number of operations to target subversive crime gangs</p> <p>Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency management Framework</p> <p>Number of persons trained in the various functions associated with Major Emergency management</p> <p>Strategic Plan developed</p>	<p>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p> <p>Chief Superintendent A. Reid</p>
Regional Outcome : A secure Nation. An active role in enhancing National Security				

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

National Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Continuing to target organised crime gangs Identifying and targeting human trafficking networks Proactively targeting drug trafficking, and low level street dealing Identifying and targeting assets which are the proceeds of crime 	<p>Number of investigation files in relation to organised criminal activity (Criminal Justice (Amendment) Act 2009) forwarded to Director of Public Prosecutions</p> <p>Levels of activity against organised crime groups</p> <p>Intelligence reports relating to organised crime</p> <p>Intelligence led operations against groups and individuals involved in the operation of ‘Grow Houses’</p>	<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Developing intelligence led operations to target organised crime gangs / Human Trafficking Develop intelligence led operations to target the sale of counterfeit goods with special emphasis on cigarette smuggling Further developing our capability to deal with on street drug dealing and put operations in place to deal with same 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) 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 Further develop our capability to target crime through the Crime Management 	<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 level to take responsibility for the management of Policy regarding Action 5 and Action 7 National Drugs Strategy</p> <p>Crime Management Team established in each Division</p>	<p style="text-align: center;">Assistant Commissioner DMR</p> <p style="text-align: center;">Each Chief Superintendent</p>

<p>Target crimes against the person and high volume crimes, including:</p> <ul style="list-style-type: none"> Crimes involving prohibited weapons Domestic violence incidents Crimes of a sexual nature <p>Support and protect child victims</p> <p>Enhance organisational capability in managing the risks associated with sex offenders</p>	<p>Property crime reduced in line with Strategy Statement commitments</p> <p>Detections for property related crime increased in line with Strategy Statement commitments</p> <p>Crimes against the person reduced in line with Strategy Statement commitments</p> <p>Detections for property related crime increased in line with Strategy Statement commitments</p> <p>Number of 'HSE Notification Actions' in relation to crimes against children</p> <p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p>	<p>Team structure at Regional, Divisional and District levels, to ensure a co-ordinated response throughout their area in tackling Serious and Organised Crime</p> <p>Target high volume property crime and crimes against the person by:</p> <ul style="list-style-type: none"> Further developing existing consultative arrangements with retail outlets to tackle property crime Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft Establish high visibility policing operations in Crime Hot Spots Engage with other agencies and communities to develop our response to all crimes 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 Continue to risk assess and manage sex offenders Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to victims of these crimes Continue to develop our Case Management capability in each Division 	<p>(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>All notifications to be inserted and updated on PULSE</p> <p>Number of sex offenders managed</p> <p>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>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p>
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		<p>and monitor its success against incidents of re-offending by recidivist juveniles</p> <ul style="list-style-type: none"> • 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 Photograph and Fingerprint of suspects • Appoint Inspector at Station level to monitor compliance with Photographing and Fingerprinting suspects 	<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>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>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p>
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Regional Outcome : Reduced crime and the 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.

National Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
Intelligence led enforcement of Road Traffic and Road Transport Legislation	<p>Deaths and serious injuries reduced</p> <p>Targets appropriate to An Garda Síochána, as set out in The Road Safety Strategy 2007-2012 achieved in the following areas:</p> <ul style="list-style-type: none"> • Increased compliance with speed limits • Increased compliance with drink driving legislation • Increased seatbelt wearing <p>80% of speed enforcement carried out in speed enforcement zones using speed detection vehicles</p> <p>Field Impairment testing delivered to all operational members</p> <p>Review of Garda Road Safety Awareness Communications programme completed</p> <p>Casualty Reduction Strategy implemented in all Divisions</p>	<p>Implementation of Regional Roads Policing Operational Plan 2011</p> <p>Implementation of Divisional Causality Reduction Strategy in cooperation with the Garda Síochána Analysis Service</p> <p>Continued identification of collision prone locations leading to targeted enforcement of road traffic and road transport legislation</p> <p>Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012</p> <p>Increased enforcement of inappropriate driver behaviour including organised transport</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>Increased compliance with drink driving legislation</p> <p>Increased compliance with seatbelt wearing</p> <p>Further develop road safety education to schools and colleges</p>	<p>Reduction in fatal and serious injury collisions</p> <p>Increased detections for intercept and non-intercept speeding particularly in the 50kph zone</p> <p>Number of speed operations targeting (detections of) HGV'S and Buses</p> <p>No of operations targeting inappropriate driver behaviour including organised transport</p> <p>Increase in Road Transport detections</p> <p>Number of operations to confront, speeding, impaired driving and the non wearing of safety belts</p> <p>Number of MAT Checkpoints</p>	<p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p>

<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<ul style="list-style-type: none"> • Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented • No of positive hits on ANPR in relation to Traffic related offences • Feasibility study of wireless enablement of ANPR using 3G technology completed • Criminal Interdiction Programme developed for all Traffic Corps members 	<p>Maximise the effective use of technology in both traffic and crime related operations (CCTV, PUMA Speed + ANPR)</p> <p>Targeted Operations involving traffic and non traffic personnel in both traffic and crime policing</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>Number of persons breath tested</p> <p>Number of presentations made to schools/colleges</p> <p>Number of positive hits on ANPR in relation to Traffic related offences</p> <p>Number of intelligence led operations combating both traffic and crime</p> <p>All Roads Policing incidents and intelligence recorded on Pulse under Operation Bothar</p>	<p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p>
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Regional 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.

National Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
<p>Minimise the impact of public disorder, assaults and criminal damage</p> <p>Improved understanding and responsiveness to community needs</p>	<p>Public disorder reduced in line with Strategy Statement commitments</p> <p>Assaults reduced</p> <p>Criminal damage reduced</p> <p>Number of Test Purchase Operations</p> <p>Public Attitudes Survey completed</p>	<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>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p>
Regional 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.

National Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
<p>Work with and support all sections of our community</p> <p>Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities</p> <p>A partnership approach to solving community problems</p>	<p>Commitment to Garda Síochána National Model of Community Policing accomplished</p> <p>Evaluation of Community Alert and Neighbourhood Watch Strategies completed</p> <p>Assistant Commissioner Strategy, Training & Professional Standards appointed to NCSIG</p> <p>Support of and participation in CSCs in all Garda Regions</p> <p>Full implementation of Older People Strategy</p> <p>Full implementation of plan to develop Youth & Children Strategy 2012-2014</p> <p>Garda Diversity Strategy implemented</p> <p>Active participation in all established JPCs and Local Policing Fora</p>	<ul style="list-style-type: none"> • Further develop the existing community engagement process to ensure participation from our new communities • Allocate responsibility to Community Gardaí for specific areas in each Garda Sub-District • Each Division to examine their communications strategy with local communities and to effect improvements as appropriate • In accordance with Section 36 of the Garda Síochána Act and in implementation of action 11 of the National Drugs Strategy, establish Local Policing Fora in every Local Drugs Task Force Area in co-operation with Joint Policing Committees • Continue to work proactively with the Dublin City Local Business Policing Forum 	<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>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p>

<p>Recognising and responding to the needs of victims of crime</p>	<p>Recommendations of the JPC Survey 2009 implemented</p> <p>An Garda Síochána Victims Charter implemented</p> <p>Systems in place to monitor implementation</p> <p>Policy on Family Liaison officers reviewed</p>	<ul style="list-style-type: none"> • Provide problem solving capability training for Gardaí deployed in Community Policing • Implement National strategies in relation to Diversity, Older people, Youth & Children • Put in place specific initiatives to engage positively with young people • Maintain and develop Community Policing initiatives throughout the Region • Develop a call back mechanism to persons subject of crimes against the person • Engage with and support communities with particular emphasis on the vulnerable in society • Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter 	<p>Number of Gardaí 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 & 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>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p>
<p>Regional Outcome : Trust and confidence in the Garda service</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.

National Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
The continued development of an excellent organisation	<ul style="list-style-type: none"> • A performance management framework for An Garda Síochána introduced • A rostering system that more closely matches the availability of staff with policing demands introduced • The implementation of appropriate reporting arrangements <p>The Strategic Change Framework implemented</p> <p>Enhanced organisational training to meet requirements delivered</p>	<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>Proactively manage absence through sickness across the Dublin Metropolitan Region</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>District Officers utilise the Sickness Absence</p>	<p style="text-align: center;">Assistant Commissioner DMR</p> <p style="text-align: center;">Each Chief Superintendent</p> <p style="text-align: center;">Assistant Commissioner</p>

<p>The continued development of an excellent organisation</p> <p>Maintain compliance with Human rights and legislative requirements for persons in Garda custody</p> <p>Enable smart processes and technologies to support frontline policing delivery</p> <p>Ensure value for money in the management of resources</p> <p>Enhance our corporate commitment to the environment</p>	<p>Committed to Excellence accreditation achieved by two pilot Divisions (Louth & Cork City)</p> <ul style="list-style-type: none"> • Tender completed and Suspect Interviewing Video Recording Equipment (SIVRE) solution implemented in 5 pilot locations • Programme to provide Custody CCTV in Garda Stations commenced • Programme to update cell accommodation implemented <p>Implementation of the ICT Strategy 2010-2012 commenced and objectives for 2011 achieved</p> <p>Policing priorities financed within the voted budget</p> <p>A Corporate Procurement Plan implemented</p> <p>All organisational risk registers maintained in line with organisation policy</p> <p>Training in the management of risk completed</p> <p>Garda Environmental and Energy Strategy implemented</p>	<p>Each Division will identify all training deficiencies</p> <p>Develop Problem Solving capability amongst Community Gardai</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 up-dated in accordance with policy</p> <p>Further develop the Corporate Risk Matrix</p>	<p>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>DMR</p> <p>Each Chief Superintendent</p> <p>Assistant Commissioner DMR</p> <p>Each Chief Superintendent</p>
<p>Regional Outcome: Highly motivated people; better service to citizens; more effective use of resources</p>				

