



**2012**

# **Annual Policing Plan**

## **Dublin Metropolitan Region**

*'Working with our Communities'*

## Foreword

I am pleased to introduce the Annual Policing Plan 2012 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 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 third 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 2012 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. 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 Region. To this end one of the main priorities will entail the development of our problem solving capability in partnership with local communities, local authorities and other relevant stakeholders. 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.

A core focus of An Garda Síochána in Dublin in 2012 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.

The 2012 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**  
January 2012

## **VISION**

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*`Excellent people delivering  
Policing excellence`*

## **MISSION**

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*Working with Communities to Protect and Serve*

## **VALUES**

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**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*

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

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

<b>Key actions</b>	<b>National Performance Indicators</b>	<b>Regional Actions</b>	<b>Regional Indicators</b>	<b>Process Owner</b>
<p><b>Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action</b></p>	<p>Regional plans to tackle dissident republican activities drafted, approved and implemented</p>	<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 Implemented</p>	<p>Each Chief Superintendent</p>
	<p>Regional seminars on the topic of 'Dissident Republican Activities' completed</p>			
<p><b>Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction</b></p>	<p>The number of successful interventions in thwarting terrorist grouping operational activity</p>	<p>Regional plans prepared and implemented by Regional Crime Management Team</p>	<p>Increase in referrals to CHIS</p>	
	<p>The timely delivery of quality intelligence packages</p>			
<p><b>Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups</b></p>	<p>Automation of trace requests with O2 completed</p>	<p>RMSU will provide briefings on CHIS in each Division</p>		<p><b>Superintendent RMSU</b></p>
	<p>The implementation and training of personnel in the use of the CHIS Charter System completed</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>The number of successful interventions in tackling links between organised groups and terrorist organisations</p>			

<p><b>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</b></p>	<p>Risk assessment of major emergency hazards conducted in each designated major emergency region</p> <p>Minimum of two major emergency planning exercises conducted in each designated major emergency region</p> <p>Interagency Guidance Documents and Protocols developed for:</p> <ul style="list-style-type: none"> <li>• Interagency coordination of motorway incidents</li> <li>• Interagency major emergency media plan template</li> <li>• Interagency Mass Fatality Plan</li> </ul>	<p>Ensure that An Garda Síochána work proactively to contribute to implementation of the Inter Agency Major Emergency Management Programme 2012</p> <p>Conduct an Interagency Regional Risk Assessment to identify consolidated range of hazards in each Division</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>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>Inter Agency Major Emergency Management Programme implemented</p> <p>Interagency Regional Risk Assessment conducted and published</p> <p>Number of Major Emergency Exercises conducted to test specific areas within the Major Emergency Management Framework</p> <p>Review completed and submitted</p> <p>Major Emergency Plans reviewed and number of site specific toolkits completed</p>	<p>Each Chief Supt DMR, Kildare, Wicklow</p> <p>Each Chief Supt DMR, Kildare, Wicklow</p> <p>Each Chief Supt DMR, Kildare, Wicklow</p> <p>Chief Supt. Reid</p>
<p><b>Prepare for Ireland’s Presidency of the EU Council, January to June 2013</b></p>	<p>Garda plans and structures in place for all security arrangements for Irelands EU Presidency January – 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 &amp; Equality Sectoral Presidency Working Group</p> <p>Training requirements identified, and training provided, for Chairs and delegates of Council Working Groups</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>Examine the training requirements of the various functions and roles associated with Major Emergency Management</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>Number of training courses developed to be delivered through a three tier process (management, operational and practitioner)</p> <p>Regional and Divisional Crisis Management Team established and Garda Major Emergency Crisis Management facility developed</p>	<p>Each Chief Supt DMR, Kildare, Wicklow</p> <p>Each Chief Supt DMR, Kildare, Wicklow</p>

## Confronting Crime

*An Garda Síochána will continue to focus on the prevention of crime. This includes targeting volume property crimes such as burglaries and thefts as well as crimes against the person such as assaults. Importantly, we will ensure that we target those crimes that impact on vulnerable members of our communities, including crimes against children, domestic violence and hate crimes. We will also seek to tackle organised crime through intelligence and analysis, white collar crime and e-crime. Overall, our aim is to reduce crime and the fear of crime.*

Key actions	National Performance Indicators	Regional Actions	Regional Indicators	Process Owner
<p><b>Tackle property crime</b></p>          <p><b>Tackle crimes against the person</b></p>          <p><b>Divert young people from crime</b></p>	<p>Reduced property crime</p> <p>Increased detections for property crime</p> <p>Reduced crimes against the person</p> <p>Increased detections for crimes against the person</p> <p>No. of human trafficking offences identified and investigated</p> <p>National Sex Offender Risk Assessment and Management Pilot Project (SORAM) extended to 10 Garda Divisions; 4 formal meetings and 8 informal meetings held with Probation Service &amp; HSE</p> <p>Strategic Committee established to liaise with the National Director, Children and Family Services Biannual meetings held</p> <p>Reduced assaults</p> <p>Quarterly briefings provided to Regional Management Team 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</p>	<p><b>Tackle organised crime by:</b></p> <ul style="list-style-type: none"> <li>• Develop intelligence led operations to target property crime and crimes against the person</li> <li>• Developing Intelligence led operations to target organised crime gangs / Human Trafficking</li> <li>• Continue to risk assess and manage sex offenders</li> <li>• Further developing our capability to deal with on street drug dealing and put operations in place to deal with same</li> <li>• Establish High Visibility policing operations in Crime Hot Spots</li> <li>• Working in co-operation with Criminal Assets Bureau to target and profile criminals utilising proceeds of crime legislation through the effective deployment of Divisional Criminal Asset Profilers</li> <li>• Liaise with Chief Superintendent Community Relations in the delivery of quarterly briefings</li> </ul>	<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>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><b>Each Divisional Officer</b></p>          <p><b>Each Detective Superintendent</b></p>          <p><b>Each District Officer</b></p>

<p><b>Tackle organised crime</b></p>	<p>Number of Intelligence reports generated relating to organised crime/ number of intelligence led operations carried out</p>	<ul style="list-style-type: none"> <li>• Further develop our capability to target crime through the Crime Management Team structure at Regional, Divisional and District levels, to ensure a co-ordinated response throughout their area in tackling Serious and Organised Crime</li> </ul>	<p>Intelligence led operations developed and implemented</p>	<p><b>Each Divisional Officer</b></p>
<p><b>Tackle e-crime by</b></p>	<p>Number of Joint investigations undertaken with Revenue/Customs</p> <p>Increased knowledge and competence in dealing with e-crime Computer forensic preliminary analysis unit established</p>	<ul style="list-style-type: none"> <li>• Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting &amp; bicycle theft</li> </ul>	<p>Community Safety Groups established</p>	<p><b>Each Detective Superintendent</b></p>
<p><b>Tackle white collar crime in all its forms</b></p>	<p>Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 14,52,63,64</p> <p>Reduced incidents of fraud and increased detections</p> <p>The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges</p> <p>Number of tax assessments raised against persons who have gained financially from criminal conduct (CAB)</p> <p>Number of commercial fraud investigations commenced (GBFI)</p>	<ul style="list-style-type: none"> <li>• Engage with relevant agencies and all communities to develop our response to all crimes</li> <li>• Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist juveniles</li> <li>• Extend Case Management process to include Adults</li> <li>• Continue to ensure the objective of increasing the effectiveness of Warrants Unit is achieved by regular strategic meetings with Inspectors with responsibility in each Garda Station. Maximising the execution of warrants will form an integral part of each District Policing Plan</li> <li>• Maximise the Photographing and Fingerprinting of suspects</li> </ul>	<p>Number of Gardaí trained in problem solving approach</p> <p>Number of non Gardai trained in Problem Solving Approach</p> <p>Problem Solving Approach implemented in each Division</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><b>Each District Officer</b></p>



## **Effective Roads Policing**

*An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of our Strategy Statement. We will develop and implement initiatives which deny the use of our roads for criminal activity.*

<b>Key actions</b>	<b>National Performance Indicator</b>	<b>Regional Action</b>	<b>Regional Indicator</b>	<b>Process Owner</b>
<p style="text-align: center;"><b>Continued reduction in the incidents of fatal and serious injury collisions and deny the use of our roads network for criminal activity</b></p>	<p>Continued downward trend in road deaths and serious injuries</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"> <li>• Increased compliance with speed limits</li> <li>• Increased compliance with drink driving legislation</li> <li>• Increased enforcement of Road Traffic Operations</li> </ul> <p>Number of successful interceptions using A.N.P.R.</p> <p>Criminal Interdiction programme rolled out to all Traffic Corps members</p> <p>6,000 hours of enforcement by GoSafe cameras completed per month</p> <p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted nationally</p> <p>Delivery of schools programme to transition year students on a quarterly basis</p>	<p>Implementation of Regional Roads Policing Operations Plan 2012</p> <p>Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders</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, with particular emphasis on Small Public Service Vehicles</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>Plan implemented</p> <p>Plan developed</p> <p>Number of speed detections of HGV'S and Buses</p> <p>Increase in Road Transport detections</p> <p>Number of operations performed</p> <p>Divisional Casualty Reduction Plan implemented</p> <p>Reduction in Fatal and serious injury collisions</p> <p>Increase in the number of Intercept speeding detections</p> <p>Increase in the number of Non Intercept</p>	<p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic)</p> <p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p>

	<p>Road Safety messages delivered through Crimecall programmes, Bank Holiday Press Releases, National and Local Media Campaigns, Road Safety Stands at key event</p> <p>Co-branding of road safety messages in conjunction with the Road Safety Authority developed and completed</p> <p>Delivery of Restorative Justice Road Safety Programme to youths who have committed Road Traffic Offences. No. of Road Traffic referrals dealt with restoratively</p> <p>GNTB to chair two meetings with relevant stakeholders in respect of Multi Agency Checkpoints One bi-lateral agency checkpoint conducted in each Division per week One multi agency checkpoint conducted in each Region per week (Reported quarterly)</p>	<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>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations to be conducted</p> <p>Target Road Safety presentations to schools/colleges with priority to those in areas of highest incidents of collisions/fatalities</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 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>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted</p> <p>Number of schools visited. Number of presentations made</p> <p>Number of checkpoints co-ordinated and performed</p>	<p>Chief Superintendent DMR (Traffic) Each Divisional Officer DMR</p> <p>Chief Superintendent DMR (Traffic)</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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## 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.*

Key actions:	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
<p><b>Reduce public disorder and criminal damage</b></p>	<p>Public disorder reduced</p> <p>Criminal damage reduced</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>Public disorder/assaults/criminal damage incidents reduced</p>	<p><b>Each Divisional Officer</b></p>
	<p>Number of alcohol test purchase operations conducted in each Region</p> <p>Strategic Partnerships established with Vintner Associations and Responsible Retail Alcohol in Ireland (RRAI)</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>Number of Adult Cautions administered in relation to anti social behaviour</p> <p>Number of test purchase operations conducted</p> <p>Number of meetings with licensed trade</p>	
<p><b>Improve the feeling of safety in the community</b></p>	<p>The number of behaviour warnings and good behaviour contracts issued</p> <p>Increased feelings of safety in the community. A Plan for information led high visibility patrolling developed and implemented</p> <p>Two National Age Card Awareness Campaigns conducted</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>	

## **Working with Communities**

*This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service. We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.*

<b>Key actions:</b>	<b>National Performance Indicators</b>	<b>Regional Actions</b>	<b>Regional Indicators</b>	<b>Process Owner</b>
<p><b>Continue meaningful engagement with young people</b></p>	<p>Year One of the Garda Youth and Children Strategy implemented</p> <p>Three pilot Youth Fora areas evaluated</p>	<ul style="list-style-type: none"> <li>• Further develop the existing community engagement process to ensure participation from our new communities</li> <li>• Further develop the existing community engagement process to ensure participation from young people</li> </ul>	<p>Community Safety Groups established</p> <p>Number of initiatives in place to engage positively with young people and new communities</p>	<p><b>Each Divisional Officer</b></p> <p><b>Each Detective Superintendent</b></p> <p><b>Each District Officer</b></p>
<p><b>Ensure the protection of vulnerable persons and groups</b></p>	<p>Final year of the Garda Diversity Strategy implemented</p> <p>Continued implementation of the Garda Older People Strategy</p> <p>Two Supporting Safer Community Campaigns delivered</p>	<ul style="list-style-type: none"> <li>• Establish Community Safety Groups in support of Local Policing Fora</li> <li>• Develop the use of Problem Solving Approach in communities</li> </ul>	<p>Number of Gardai trained in problem solving approach</p> <p>Number of non Gardai trained in Problem Solving Approach</p>	
<p><b>Improved understanding and responsiveness to community needs</b></p>	<p>New Neighbourhood Watch, and Community Alert, guidelines developed within the context of the National Community Policing Model</p> <p>Active participation in all established JPCs and local policing fora</p>	<ul style="list-style-type: none"> <li>• Appoint an Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy</li> </ul>	<p>Problem Solving Approach implemented in each Division</p>	
<p><b>Recognising and responding to the needs of the victims of crime</b></p>	<p>Commitments to Garda Victims Charter monitored</p> <p>Actions for implementation of draft EU Directive on Victims of Crime identified</p>	<ul style="list-style-type: none"> <li>• Continue to work proactively with the Dublin City Local Business Policing Forum</li> <li>• Crime Victims letters to be issued in accordance with existing policy</li> </ul>	<p>Action strategies developed in relation to Diversity, Older people, Youth &amp; Children</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.*

Key actions:	National Performance Indicators	Regional Actions	Regional Indicators	Process Owners
<b>Workforce Planning</b>	Delivery within the set timeframes of <ul style="list-style-type: none"> <li>• A performance management framework for all staff of An Garda Síochána</li> <li>• A rostering/attendance system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive</li> <li>• Appropriate reporting arrangements between An Garda Síochána &amp; civilian support staff</li> </ul>	Ensure full support of the Performance Management Framework pilot in the “E” District  Ensure full support of the new Rostering system	Pilot implemented successfully	<b>Chief Superintendent D.M.R. South Central</b>
<b>Organisational Reform</b>	Reduced absences	Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management	Reduction in absences	<b>Each Divisional Officer</b>
<b>Ensure value for money and the innovative use of resources</b>	Injury on Duty Policy reviewed			<b>Each Divisional Officer</b>
	Policing service delivered within budget	Ensure effective use of resources	Policing priorities financed within allocated budgets	<b>Each Detective Superintendent</b>
	Continued implementation of the Corporate Procurement Plan 2010-2012	Regional Financial Management Policy Implemented	Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	<b>Each District Officer</b>
	Year Two of the Garda Environmental Strategy implemented Financial savings and efficiencies achieved through GRACE recommendations	Continue to implement the organisational Environmental Strategy		

<p><b>Enable smart processes and technologies to support frontline policing delivery</b></p>	<p>Full implementation of station closures, district amalgamation, &amp; reduced opening hours programme</p> <p>Rollout of Voice Over IP technology to replace legacy and obsolete PBX systems covering 170 stations completed</p> <p>Comprehensive ICT Security review completed</p> <p>Replacement of SIVRE equipment at 45 locations completed</p> <p>Deployment of IT system to support PALF</p> <p>IT system to support Rosters procured</p> <p>ICT cost reductions in line with targets set by GRACE programme implemented</p>	<p>H.Q. Directive 109/11 fully implemented</p> <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>	
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