



DMR(North)

Divisional Policing Plan

2011

Dublin Metropolitan Region

'Working with our Communities'

Foreword



The DMR (North) Garda Division Policing Plan is based upon the Six Strategic Goals set out in the DMR (Regional) Policing Plan 2011 and the National Policing Plan 2011. This is the second year of a three year cycle towards the implementation of the Garda Síochána Corporate Strategy 2010-2012. An Garda Síochána's Corporate Strategy 2010-2012 sets out the Vision, Mission, Values and Strategic Imperatives which is the foundation on which we will pursue our Strategic Goals. Within that framework the DMR (North) Garda Division Policing Plan sets out the priorities of this Division over the next 12 months.

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 policing of our society is best achieved through a partnership process involving the Garda Síochána and the democratically elected representatives of the people in conjunction with the community, voluntary and business sectors. Each of these partners has their own distinctive perspective and inputs to offer. My primary objective is to strengthen our links with the community we serve by developing partnerships through meaningful consultation and listening to their concerns to support the shared objectives of delivering an improved Garda Service.

Our success will ultimately be measured by the Community we serve. I recognise that the public expects high levels of service from each personal contact with every member in this Division and we will strive to fulfil these expectations. I am committed to delivering a professional policing service based on engagement with the community by building our capacity and capability to perform all our policing activities to the highest attainable professional, ethical and human rights standards.

I welcome and encourage feedback from interested parties on any aspect of the Policing Plan now being embarked on for 2011 which could assist me in achieving the objectives of the plan.

(G. Phillips) **Chief Superintendent**

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.

Priorities for 2011

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 protect and support 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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Identify and analyse any threat to National security within the Dublin Metropolitan Region and respond appropriately 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 these 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 facilities 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>To reduce the threat of subversive and terrorist activity through intelligence –led policing and international co-operation</p> <p>Review security at Brinks Mat, Clonshaugh and Dublin Airport</p> <p>Emergency exercise Dublin Airport – Ballymun District and all main line rail systems in Balbriggan, Coolock and Raheny Districts</p>	<p>The number of threats of subversive and terrorist activity</p> <p>Constant liaison and co-operation with Assistant Commissioner Crime and Security, and with the Institutions concerned</p> <p>The number of Emergency exercises held with the DAA and ‘Iarnroid Eireann’ authorities</p>	<p>Each District Officer and D/Superintendent DMR(North)</p>

Confronting Crime

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

Regional Actions	Regional 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 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 & 7 National Drugs Strategy) Working in Co-operation with the Criminal Assets Bureau to target and profile criminals utilising proceeds of crime legislation through the effective deployment of Divisional Criminal Asset Profilers 	<p>Number of operations to target organised crime gangs which resulted in investigation files to the DPP under the 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 dealing 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 (chaired by Detective Superintendent) and District (chaired by Detective Inspector)</p>	<p>Number of operations to target organised crime gangs which resulted in investigation files to the DPP under the Criminal Justice Amendment Act 2009 (Organised Crime Gang)</p> <p>Individuals involved in organised and serious crime will continue to be targeted through intelligence led operations to target sale of counterfeit goods</p> <p>Individuals involved in organised and serious crime will continue to be targeted through intelligence led operations to target human trafficking (Operation Quest)</p> <p>Number of intelligence led operations targeting on street dealing 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 (chaired by Detective Superintendent) and District (chaired by Detective Inspector)</p>	<p>Develop and continuously profile all known serious criminals and organised criminal gangs and institute proceedings under the Criminal Justice Amendment Act 2009</p> <p>Number of persons detected for possession of and sale of counterfeit goods</p> <p>Number of detections of persons involved in human trafficking</p> <p>Number of intelligence led operations targeting on street 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 (chaired by Detective Superintendent) and District (chaired by Detective Inspector)</p>	<p>Each District Officer and D/Superintendent DMR(North)</p> <p>D/Insp. Boland, Ballymun to be assisted by D/Insp. Scott, Raheny</p> <p>D/Supt. Dennedy and each D/Insp. DMR(North)</p>

<ul style="list-style-type: none"> 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 <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 retain outlets to tackle property crime Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries shoplifting and 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 	<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 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>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</p>	<p>Number of persons profiled by Divisional Asset Profilers and forwarded to Criminal Assets Bureau</p> <p>Decrease in high volume crime overall number of property related crimes</p> <p>Support the implementation of the national model of crime prevention and reduction and increase in detection rates</p> <p>Continue the process of expanding the case management system</p> <p>Detection Rate for Sexual Offences</p> <p>Number of bench, penal, distress and committal warrants executed</p> <p>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. All notifications to be inserted and updated on Pulse. To be reviewed monthly</p>	<p>Each District Officer and D/Superintendent DMR(North)</p> <p>Nominate an Inspector in each District</p>
<p>Divisional Outcome Reduced crime and the fear of crime</p>				

<ul style="list-style-type: none"> Continue to risk assess and manage sex offenders Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to all victims of these crimes Continue to fully develop our case management capability in each Division and monitor its success against incidents of reoffending by recidivist juveniles Continue to ensure the objective of increasing the effectiveness of Warrants Units 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 sex offenders managed</p> <p>Fully investigate all crimes of a domestic/sexual nature and provide appropriate support to all victims of these crimes</p> <p>Number of Gardai 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 to provide fingerprints voluntarily</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. Ensure that all crimes of a domestic/sexual nature are fully investigated and appropriate support given to such victims of crime</p> <p>Continue the process of expanding the case management system</p> <p>Increase the number of bench, penal, distress and committal warrants executed. Appointment of an Inspector with responsibility for the execution of all warrants in each District</p> <p>100% of arrested persons photographed and fingerprinted where legal authority exists</p> <p>Increase the number of arrested persons to provide fingerprints voluntarily. D/Inspector in each District to monitor compliance of the implementation of such directive</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. Ensure that all crimes of a domestic/sexual nature are fully investigated and appropriate support given to such victims of crime</p> <p>Number of recidivist juveniles currently monitored by Case Management System</p> <p>Number of Gardai trained in Case Management</p> <p>The number of Bench, Penal, Distress and Committal Warrants executed</p> <p>Appointment of an Inspector with responsibility for the execution of all Warrants in each District</p> <p>100% of arrested persons photographed and fingerprinted where legal authority exists</p> <p>The number of arrested persons providing fingerprints voluntarily. D/Inspector in each District to monitor compliance of the implementation of such directive</p>	<p>Each District Officer and D/Superintendent DMR(North)</p> <p>Each District Officer and D/Superintendent DMR(North)</p> <p>Inspector nominated in each District</p> <p>Each District Officer and D/Superintendent DMR(North)</p>
---	---	---	---	--

Effective Roads Policing

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

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Implementation of Regional Roads Policing Operational Plan 2011</p> <p>Implementation of Divisional Casualty Reduction Strategy in co-operation 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 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 (detection of) HGV's and buses</p> <p>Number of operations targeting inappropriate driver behaviour including organised transport</p> <p>Increase in Road Transport detections</p> <p>Number of operations to confront impaired driving, speeding and the non wearing of safety belts</p> <p>Number of MAT checkpoints</p> <p>Number of person breath tested</p> <p>Number of presentations made to schools/colleges</p>	<p>Reduction of fatal traffic accidents through collision prevention programmes and high visibility policing</p> <p>Through collision analysis and targeted intelligence led enforcement ensure effective and consistent enforcement of road traffic and road transport legislation and improve road-safety</p> <p>Increased detections for intercept and non-intercept speeding particularly in the 50kph zone</p> <p>Number of speed detections of HGV'S and Buses</p> <p>Increase in detection rate for impaired driving detections and the non wearing of safety belts</p> <p>Increase in MAT checkpoints</p> <p>Number of persons breath tested</p> <p>Delivery of Presentations at schools / colleges in relation to Road Traffic Safety and Reduction of Fatal and other accidents</p>	<p>Number of Fatal Traffic Accidents v comparable period in 2010</p> <p>Through collision analysis and targeted intelligence led enforcement ensure effective and consistent enforcement of road traffic and road transport legislation and improve road-safety</p> <p>Number of detections for intercept and non-intercept speeding particularly in the 50kph zone</p> <p>Number of speed detections of HGV'S and Buses</p> <p>Increase in detection rate for impaired driving detections and the non wearing of safety belts</p> <p>Number of MAT checkpoints performed</p> <p>Number of persons breath tested</p> <p>Number of Road Traffic Safety presentations by Collision Prevention Programmes and Schools Programmes</p>	<p>Each District Officer and Insp. Harley DTU Santry</p>

<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 positive hits on ANPR in relation to Traffic related offences</p> <p>Number of Intelligence led operations combating both traffic and crime policing</p> <p>All roads policing incidents and intelligence recorded on Pulse under Operation Bothar</p>	<p>Number of Intelligence led operations combating both traffic and crime policing</p> <p>All roads policing incidents and intelligence recorded on Pulse under Operation Bothar</p>	<p>Number of Intelligence led operations combating both traffic and crime policing</p> <p>The number of Road policing incidents and intelligence recorded on Pulse under Operation Bothar</p>	<p>Each District Officer and Insp. Harley DTU Santry</p>
---	---	--	---	---

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

<p>Examine results of the most recent public attitude survey to identify Divisional and District priorities</p>	<p>Public disorder/assaults criminal damage incidents reduced</p>	<p>Public disorder/assaults criminal damage incidents reduced</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>Number of Public Disorder/ Assaults Criminal Damage</p> <p>Number of Behaviour Warnings, civil orders, good behaviour contracts and behaviour orders under the Criminal Justice Act 2006</p> <p>Number of Adult Cautions administered</p>	<p>Each District Officer and D/Superintendent DMR(North)</p>
<p>Divisional Outcome Safer and more peaceful local communities</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.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Further develop the existing community engagement process to ensure participation from our new communities</p> <p>Allocate responsibility to Community Gardai for specific areas in each Garda Sub-District</p> <p>Each Division to examine their communications strategy with local communities and to effect improvements as appropriate</p> <p>In accordance with Section 36 of the Garda Síochána Act and in implementation of Action 11 of the National Drugs Strategy, establish local policing for a in every local drugs task force area in conjunction with Joint Policing Committees</p> <p>Continue to work proactively with the Dublin City Local Business Policing Forum</p> <p>Provide problem solving capability training for Gardai deployed in Community Policing</p> <p>Implement National Strategies in relation to Diversity Older People Youth and Children</p> <p>Put in place specific initiatives to engage positively with young people</p> <p>Maintain and develop Community Policing initiatives throughout the Region</p> <p>Develop a call back mechanism to persons subject of crimes against the person</p> <p>Engage with support communities with particular emphasis on the vulnerable in society</p> <p>Provide appropriate service to victims of crime with particular emphasis on the vulnerable categories as set out in the Victim Charter</p>	<p>National Model of Community Policing rolled out in every District</p> <p>Divisional Communication strategy developed with a focus on electronic communication 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>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>Action the relevant elements of the National Model of Community Policing in each District</p> <p>Allocate responsibility to Community Gardai for specific areas in each Garda Sub-District</p> <p>Divisional/District Communication strategy developed with a focus on electronic communication 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>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>Nominated Inspector in each District to implement elements of the National Model of Community Policing and Garda charter in each District</p> <p>Divisional/District Communication strategy developed with a focus on electronic communication to all communities</p> <p>Number of Local Policing Fora established in each 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>Inspector appointed in each nominated District to manage training and rollout of Problem Solving Approach</p> <p>Number of Community Garda trained in Problem Solving</p> <p>Number and type of Strategies in relation to Diversity, Older people, Youth & Children</p> <p>Sgt. Treacy to liaise with Community Relations Section in the implementation of elements of the National Youth Justice Strategy in each District</p> <p>Number and names of Garda Youth Diversion Projects (GYDP) in each District</p>	<p>Each District Officer and D/Superintendent DMR(North)</p> <p>Sgt. Treacy, JLO, DMR(North)</p> <p>Sgt. Mekitarian, CPD, DMR(North)</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>100% of crime victims contacted in writing by the District Officer advising them of the availability of victim support services</p> <p>Increase the level of Garda uniformed visibility throughout the Division</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>100% of crime victims contacted in writing by the District Officer advising them of the availability of victim support services</p> <p>Number of Gardai deployed in high visibility foot patrols and comparison made with the same quarter in 2010</p> <p>Each Community Sergeant will ensure that 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>Divisional 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.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owners
<p>Work to ensure that rosters more closely match demands for service with resources deployed</p> <p>Examination of the Computer Aided Dispatch System 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>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 the Garda Portal</p>	<p>Examination of rostering arrangements carried out in each Division to identify benefit 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 the 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 management system</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 in each District and pilot problem solving approach to nominated Districts</p>	<p>Examination of rostering arrangements carried out in each Division to identify benefit 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 the 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>Examination of rostering arrangements carried out in each Division to identify benefit between resources and demand</p> <p>Number of recommendations implemented 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>Number of members of Public Order provided with training</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>Each District Officer and D/Superintendent DMR(North)</p>

		<p>District Officers utilise the sickness absence management system</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 in each District and pilot problem solving approach to nominated Districts</p> <p>Supervisors to ensure that Gardaí are turned out at the highest standards in accordance with current guidelines</p>	<p>District Officers utilise the sickness absence management system</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 in each District and pilot problem solving approach to nominated Districts</p> <p>Supervisors to ensure that Gardaí are turned out at the highest standards in accordance with current guidelines</p>	
--	--	---	---	--

Divisional Outcome :Highly motivated people; better service to citizens; more effective use of resources