



2012

Annual Policing Plan

Dublin Metropolitan Region

'Working with our Communities'

Foreword

I am pleased to introduce An Garda Síochána's Annual Policing Plan 2012 for the D.M.R. (West) Division. This plan outlines our strategic goals for the final 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.

These values are the cornerstone of our strategy as an Organisation.

We will continue in our commitment to positively and constructively consult with our Stakeholders, both internal and external, including the introduction and development of problem solving capabilities. We consider this interaction a vital component of our continuing success in the battle against Crime and Criminal Activity.

We recognise that our members, both Sworn and Unsworn, are perhaps our greatest asset and to them we give a commitment to continue to support both their personal and professional development in the year ahead. This will, I believe, continue to equip us with the tools to ensure that our Community is a safer and more pleasant environment in which to live.

The economic circumstances facing the public sector including An Garda Síochána will be met by strong leadership and the commitment of Garda and Civilian members. I am very proud to lead this team; a group of men and women who, in their unswerving commitment to their oath and in the face of tough economic and personal conditions continue to give of their best and who are as committed as I to the goals set out by the Garda Commissioner in the year ahead.

Chief Superintendent
D.M.R (West)

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

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 Owner
<p>Divisional Officers in consultation with Crime and Security Section to profile dissident republicans in their Division and submit list of targets.</p> <p>Regional plans prepared and implemented by Regional Crime Management Team</p>	<p>Regional Plans Implemented</p>	<p>Support Garda Units dedicated to combating subversive activity and emerging security and terrorist threats</p> <p>Individuals involved in organised and serious crime will continue to be targeted through intelligence led operations</p> <p>Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation.</p> <p>Monitoring and Evaluation of ongoing operations and the establishment of new operations to target criminal gangs</p> <p>Ongoing liaison with National Support Services (CAB, GNIB and GNDU, GBFI, NBCI, SDU) and Crime & Security in targeting Criminal Gangs</p> <p>Crime Management teams maintained at both Divisional and District Level</p>	<p>Number of individuals arrested and/or prosecuted for terrorist/subversive</p> <p>Number of targets profiled</p> <p>Number of threats identified</p>	<p>Each District Officer</p> <p>D/Supt O' Sullivan</p> <p>Each District Officer</p> <p>Each District Officer</p> <p>D/Supt O' Sullivan</p>
<p>Ensure that An Garda Síochána work proactively to contribute to</p>	<p>Inter Agency Major Emergency Management Programme</p>	<p>Inter Agency Major Emergency</p>	<p>Each District to</p>	

<p>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>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>Further develop strategic crisis management capacity through the establishment of a Regional and</p>	<p>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>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</p>	<p>Management Programme Implemented in the DMR West</p> <p>Divisional Risk Assessment carried out in the DMR West</p> <p>Ongoing development of Major Emergency Management within the DMR West</p> <p>Conduct a review of all Major Emergency Plans for all identified sites within the Division</p> <p>Ongoing evaluation of the security requirements of the Aras An Uachtarain and the residence of the US Ambassador, Farmleigh, Italian Ambassadors Residence, Cloverhill and Wheatfield prison</p> <p>All Major Emergency plans reviewed and toolkits completed</p> <p>Number of Persons Trained in the various functions associated with Major Emergency Management increased within the Division</p> <p>Implement Strategic Plans For Emergency Exercises</p>	<p>implement a programme with outside agencies.</p> <p>Each District to carry out risk assessment to identify hazards</p> <p>One Major Emergency Exercises conducted in each Garda District</p> <p>Increase in the number trained in Major Emergency Management skills</p> <p>Conduct an increased number of major Emergency Exercises in 2012</p> <p>All plans reviewed and updated if required</p> <p>Increase in the number of members trained.</p> <p>Strategic Plans</p>	<p>Each District Officer</p> <p>Each District Officer D/Superintendent</p> <p>Each District Officer</p> <p>Each District Officer</p>
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<p>Divisional Crisis Management Team and the development of the Eastern Region Garda Major Emergency Crisis Management facility.</p>	<p>Management facility developed.</p>	<p>Crisis Management teams maintained and members aware of their roles and responsibilities if such incident occurs</p>	<p>completed and Implemented for the each District</p>	
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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.

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owner
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> Develop intelligence led operations to target property crime and crimes against the person 	<p>Decrease in high volume crime</p> <p>Decrease in crimes against the person</p>	<p>Ongoing targeting and profiling of criminal gangs and utilisation of the appropriate legislation</p> <p>Target High Volume property crime and crimes against the person</p> <p>CHIS Policy monitored and fully implemented</p> <p>Campaigns at Divisional and local level to heighten Public Awareness in relation to prevention of property crime</p>	<p>Increase in the number of persons arrested and prosecuted for possession and use of prohibited weapons.</p> <p>Campaigns mounted in each Garda District.</p> <p>Increase the number of neighbourhood watch/ community alert/ business watch schemes, Hospital Watch, Campus Watch</p> <p>Continue to task Crime Prevention Units with targeting Prolific offenders with a proactive approach to objecting to bail for repeat offenders</p> <p>Increase in detections</p>	<p>Each District Officer</p> <p>D/Super O' Sullivan</p> <p>Each District Officer</p> <p>Each District Officer</p> <p>D/Super O' Sullivan</p>
<ul style="list-style-type: none"> Developing Intelligence led operations to target organised crime gangs / Human Trafficking 	<p>Operations conducted under Operation Quest (Prostitution / Human Trafficking)</p>	<p>Ongoing targeting and profiling of persons involved in Human Trafficking</p> <p>Increased co-operation with other police agencies and implementation of European Arrest Warrants</p>	<p>Training of members in Tackling trafficking in human beings, prevention protection and prosecution</p>	<p>Each District Officer</p>
<ul style="list-style-type: none"> Continue to risk assess 	<p>Number of sex offenders managed</p>	<p>Pro – actively manage the sex offenders register</p>	<p>Inspector Smyth to oversee all sex offenders managed in DMR West.</p>	<p>D/Super O' Sullivan</p>

<p>and manage sex offenders</p> <ul style="list-style-type: none"> Further developing our capability to deal with on street drug dealing and put operations in place to deal with same Establish High Visibility policing operations in Crime Hot Spots. 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 	<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>Intelligence led operations developed and implemented</p>	<p>Ongoing targeting and profiling of criminal gangs involved in the sale/supply of drugs</p> <p>High Visibility Policing Operations continued in areas that are identified as high crime areas in association with National Units.</p> <p>Ongoing liaison with National Garda Units such as Criminal Assets Bureau, Garda National Immigration Bureau, Special Detective Unit and Garda National Drug Unit in targeting Criminal Gangs</p> <p>Ongoing liaison with GBFI and Cab regarding the targeting of Individuals</p> <p>Ongoing liaison with National Garda Units such as Criminal Assets Bureau, Garda</p>	<p>Visit all sexual offenders on a monthly basis and records visit. Very High Risk Offenders receive fortnightly visits</p> <p>Increase in the Detection of importation of drugs, cultivation and manufacture of drugs, possession of drugs for sale or supply through intelligence led operations</p> <p>Monitor strengths of District Drugs Units</p> <p>Decrease in the numbers of crimes in these areas.</p> <p>Maintain dedicated CAB liaison Garda in each District Increase in number of prosecutions in serious and organised crime</p> <p>Increase number of CAB profiles developed Inspector appointed to monitor and co-ordinate activity Increased number of European Arrest Warrants being executed</p> <p>Crime Management teams established</p>	<p>Each District Officer</p> <p>D/Super O' Sullivan</p>
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<p>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> <ul style="list-style-type: none"> Utilising our Crime Analysis Service to develop intelligence led operations to target domestic burglaries, shoplifting & bicycle theft. Engage with relevant agencies and all communities to develop our response to all crimes Continue to develop our Case Management capability in each Division and monitor its success against incidents of re-offending by recidivist 	<p>Community Safety Groups established</p> <p>Number of non Gardaí 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>National Immigration Bureau, Special Detective Unit and Garda National Drug Unit in targeting Criminal Gangs</p> <p>D/Inspector / CIO in each District to supply targets for uploading to ANPR</p> <p>Promote use of technological assets and surveillance in all relevant aspects of Garda Operations</p> <p>Ongoing Operations targeting the domestic burglaries, shoplifting, theft from vehicles and bicycle theft based on the reports of the crime analysis service</p> <p>Garda Crime Analyst Service utilised.</p> <p>CIO Bulletins targeting suspected offenders in these crimes</p> <p>Increase in the number of members trained in problem solving.</p> <p>Problem Solving Approach implemented and utilised in each District</p> <p>Review of the number of Gardaí trained in Case Management to ensure sufficient for the inclusion of Adults in the case management system.</p>	<p>Increased hits as a result of intelligence provided</p> <p>Increased use of the Divisional Surveillance Unit</p> <p>Increase in detections</p> <p>Sufficient members trained in Case Management</p> <p>Inspectors in each Garda district to oversee the implementation and expansion of the case management system and target prolific offenders</p>	<p>Each District Officer</p> <p>D/Super O'Sullivan</p> <p>Each District Officer</p> <p>D/Super O'Sullivan</p>
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<p>juveniles.</p> <ul style="list-style-type: none"> • Extend Case Management process to include Adults • Continue to ensure the objective of increasing the effectiveness of Warrants Unit is achieved by regular strategic meetings with Inspectors with responsibility in each Garda Station. Maximising the execution of warrants will form an integral part of each District Policing Plan. • Maximise the Photographing and Fingerprinting of suspects 	<p>Adult Case Management introduced</p> <p>Increase warrant execution rates</p>	<p>Development of the current case management to include Adults</p> <p>Increase the number of Bench, Penal, Distress and Committal warrants executed</p> <p>All arrested persons photographed and fingerprinted, DNA where legal authority exists and also to increase the number of persons arrested fingerprinted voluntarily</p>	<p>Number of persons subject to case management</p> <p>Each Station to appoint an Inspector to implement and monitor a programme to increase the number of warrants executed</p> <p>Number of persons photographed and fingerprinted increased.</p> <p>Training of Scenes of Crime in the taking DNA</p>	<p>Each District Officer</p> <p>D/Super O'Sullivan</p> <p>Each District Officer</p> <p>D/Super O'Sullivan</p>
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Effective Roads Policing

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owner
Implementation of Regional Roads Policing Operations Plan 2012.	Plan implemented	Action the relevant elements of the Regional Roads Operational Plan 2012	Identification of collision prone zone locations.	Each District Officer DMR
Contribute to Transport Projects Implementation Group in developing Dublin Region Traffic Management Plan with stakeholders.	Plan developed	All Roads Policing Incidents, Activities and Intelligence to be associated with Operation Bothar Four	Number of Bothar incidents recorded	Divisional Traffic Inspector
Increased enforcement on speed limits for goods vehicles and buses in line with Government Road Safety Strategy 2007-2012	Number of speed detections of HGV'S and Buses Increase in Road Transport detections. Number of operations performed.	Continue with multi-agency operations to detect offences.	Number of Checkpoints Conducted.	Each District Officer DMR Divisional Traffic Inspector
Increased enforcement of inappropriate driver behaviour, including organised transport, with particular emphasis on Small Public Service Vehicles.		Continue to participate in TISPOL Operations.	Number of TISPOL Operations Conducted.	Each District Officer DMR Divisional Traffic Inspector
Improve Road Safety through collision analysis and develop Casualty Reduction Plan with particular emphasis on: <ul style="list-style-type: none"> • Increased compliance with speed limits 	Divisional Casualty Reduction Plan implemented. Reduction in Fatal and serious injury collisions	Checkpoints in predetermined locations involving other relevant stake holders.	Number of Checkpoints Conducted.	Each District Officer DMR Divisional Traffic Inspector
		Enforcement of speed checkpoints in predetermined locations.	Monitor the number of Speed Detections. Monitor the number of Non Intercept Operations	Each District Officer DMR Divisional Traffic Inspector

<ul style="list-style-type: none"> Increased compliance with drink/drug driving legislation including Sec. 9 Road Traffic Act 2011 <p>Maximise the effective use of technology in both traffic and crime related operations (PUMA/ANPR+CCTV)</p> <p>All Traffic Corps members to undergo Criminal Interdiction programme.</p> <p>Continue to liaise with Go Safe 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</p>	<p>Increase in the number of Intercept speeding detections.</p> <p>Increase in the number of Non Intercept</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>Increase the use of the Robot and Go-Safe Vans</p> <p>Enforcement of MAT Checkpoints in predetermined locations.</p> <p>Increase the number of ANPR checkpoints conducted.</p> <p>Ensure members are trained</p> <p>Continue to liaise with Go-Safe, to ensure traffic monitoring / enforcement is conducted.</p> <p>Operations to be conducted within the Division.</p> <p>Continued operation of the Schools Programme – “It Wont Happen to Me Programme”.</p> <p>Continued operations with various external</p>	<p>Number of MAT & Super MAT Checkpoints Conducted.</p> <p>Number of ANPR Checkpoints Conducted.</p> <p>Number of Courses Held</p> <p>Continued observation of deployment locations</p> <p>Number of Operations Conducted.</p> <p>Number of Classes given.</p> <p>Number of Checkpoints Conducted.</p>	<p>Each District Officer DMR</p> <p>Divisional Traffic Inspector</p> <p>Each District Officer DMR</p> <p>Divisional Traffic Inspector</p> <p>Each District Officer DMR</p> <p>Divisional Traffic Inspector</p> <p>Each District Officer DMR</p> <p>Divisional Traffic Inspector</p>
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<p>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 checkpoints co-ordinated and performed.</p>	<p>agencies at predetermined locations.</p>		
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Dublin Metropolitan Region - Roads Policing Operational Plan - 2012

Appendix 'W' - Deal 3 - Traffic



Dublin Metropolitan Region - Roads Policing Operational Plan - 2012

All Roads Policing incidents, Activities and Intelligence to be associated with Operation Bothar Four (Code 104313)

Ensuring a Peaceful Community

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

Regional Actions	Regional Indicators	Divisional Actions	Divisional Indicators	Process Owner
Deploy appropriate resources to public order hotspots identified in respect of alcohol and drug related anti social behaviour and youth crime	Public disorder/assaults/criminal damage incidents reduced Number of Adult Cautions administered in relation to anti social behaviour	Increase Garda visibility in urban centres and known trouble spots at night and on weekends thereby adopting a low tolerance stance in relation to alcohol and drug related anti social behaviour	Increased presence to reduce incidence and increased Detections in respect of Public Disorder Offences Number of Adult Cautions administered	Each District Officer
Conducting test purchase operations to identify outlets selling and supplying alcohol to underage persons	Number of test purchase operations conducted	Test Purchasing Operations conducted on a regular basis	Increase in the number of Operations carried out in 2012 Number of Licensed premises inspected	Each District Officer
Continuing to liaise with the licensed trade and those involved in the management of the night time economy to reduce incidents of public disorder and anti-social behaviour	Number of meetings with licensed trade.	Pro actively enforce the various liquor licensing and Public order legislation available to the Gardai	Number of prosecutions under S4 (1) intoxicating Liquor Act 2003 Number of behaviour warnings, civil orders, good behaviour orders under the Criminal Justice Act 2006	Each District Officer Each District Officer
Utilise Anti-Social Behaviour Orders and other Behaviour Warnings in appropriate cases	Number of Anti-Social Behaviour Orders and Behaviour Warnings, Civil Orders, Good Behaviour Contracts and Behaviour Orders issued under the Criminal Justice Act 2006			
Engage effectively with local communities to reduce the incidents of public		Community Policing Units to engage and encourage members of the communities to become involved in programmes that divert	Young people diverted from becoming involved in anti-social and/or criminal	

<p>disorder and anti social behaviour</p> <p>Develop information led high visibility patrolling plan in each District.</p>	<p>High Visibility Plans developed and implemented</p>	<p>youths from engaging in public disorder and antisocial behaviour</p> <p>Target public order disorder hot spots</p> <p>Identify trends and patterns in relation to all forms of criminal damage and assaults using the services of the GSAS</p>	<p>behaviour through Garda Youth Diversion Programmes Continued support for FAI Late Night Soccer initiative</p> <p>Increased presence to reduce incidence and increased Detections in respect of Public Disorder Offences</p>	<p>Each District Officer</p>
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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 Owner
<ul style="list-style-type: none"> Further develop the existing community engagement process to ensure participation from our new communities. 	Community Safety Groups established	<p>Implement the Garda Model of Community Policing Divisionally and maintain effective liaison with other partner organisations</p> <p>Each member of Community Policing to be allocated a specific area in each Garda Sub District</p>	<p>Action the relevant elements of the Regional Model of Community Policing in each Garda District</p> <p>A list of all Community Policing members and allocated area maintained at District and Divisional Offices</p>	Each District Officer
<ul style="list-style-type: none"> Further develop the existing community engagement process to ensure participation from young people. 	Number of initiatives in place to engage positively with young people and new communities.	Increased number of Garda Youth Diversion Projects	<p>Young people diverted from becoming involved in anti-social and/or criminal behaviour through Garda Youth Diversion Programmes</p> <p>Continued support for FAI Late Night Soccer initiative</p>	Each District Officer
<ul style="list-style-type: none"> Establish Community Safety Groups in support of Local Policing Fora. 	Number of Gardai trained in problem solving approach			Each District Officer
<ul style="list-style-type: none"> Develop the use of Problem Solving Approach in communities. 	Number of non Gardai trained in Problem Solving Approach	Implement training for all Community Police in problem solving	Number of Community Police trained in problem solving	Each District Officer

<ul style="list-style-type: none"> • Appoint an Inspector in each Division to take responsibility for the implementation of the Garda Older People Strategy • Continue to work proactively with the Dublin City Local Business Policing Forum. • Crime Victims letters to be issued in accordance with existing policy 	<p>Problem Solving Approach implemented in each Division</p> <p>Action strategies developed in relation to Diversity, Older people, Youth & Children</p>	<p>Implement National strategies in relation to Diversity, Older people, Youth and Children</p> <p>Local Policing Fora to be maintained in conjunction with the Joint Policing Committees</p> <p>Advise crime victims in writing in a timely fashion in appropriate cases the contact details of the investigating Garda and the availability of victim support services</p> <p>Each person of pensionable age who is a victim of Crime shall have a community Garda visit with crime prevention strategies and reassurance which will be recorded on pulse</p>	<p>Action the relevant elements of the national strategies in relation to Diversity, Older people, Youth and Children in all Garda Districts</p> <p>Superintendent in each Garda District to be nominated to engage in the establishment of Local Policing Fora</p> <p>Crime victims contacted in writing advising them of the availability of victim support services</p> <p>100% of persons of pensionable age who are victims of Crime visited and offered crime prevention advice</p>	<p>Each District Officer</p> <p>Each District Officer</p>
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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
Ensure full support of the new Rostering system		Examination of all units in the DMR West to identify the best availability of resources to support the new Rostering system.	Smooth implementation of the new Rostering system on commencement	Each District Officer
Monitor absences to facilitate early intervention by Occupational Health Service, Employee Assistant Service, HR and local management.	Reduction in absences	Absence through Sickness managed through the SAM and GEMS system to ensure optimum deployment of personnel and reduce the numbers of tours of duty lost and facilitate early intervention by Occupational Health Service, Employee Assistance Service, HR and Peer Support	Improved resource availability at peak demand times for the DMR West Number of sick days reduced	Each District Officer
Ensure effective use of resources				Each Detective Superintendent
Regional Financial Management Policy Implemented	Policing priorities financed within allocated budgets Financial Control Officer appointed in all serious investigations / major operations to ensure value for money and prudent financial management	To continue to monitor financial expenditure in line with budgets to ensure effective application of resources Financial Control Officer appointed to each serious investigation to control and report to each District Officer	Correct management and control of budgets resulting in no overspend in 2012	Each District Officer Each District Officer
Continue to implement the		Regular meetings with the OPW regarding the implementation of the	Decrease in cost of fuel and electricity for Division	

<p>organisational Environmental Strategy</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>	<p>Environmental Strategy.</p> <p>Posters and leaflets distributed to all stations</p> <p>HQ Directive 109/11 fully implemented and reviewed by District Officers on a regular basis</p> <p>District implementation team established in the K District to manage the reduced opening hours for Cabra Station</p>	<p>DMR West fully compliant with HQ Directive 109/11</p> <p>Plan established and smooth integration of new opening hours implemented</p>	<p>Superintendent K District</p>
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