

An Garda Síochána



Annual Policing Plan 2013

Kilkenny / Carlow Division

Foreword



This is the fourth annual policing plan for the Kilkenny Carlow Division. This plan sets out strategic priorities for the first year of our new *Garda Síochána Strategy Statement 2013 - 2015* and includes the priorities determined for *An Garda Síochána* by the Minister for Justice, Equality and Law Reform in accordance with section 7 of the *Garda Síochána Act 2005*. In formulating this plan, I am again conscious of *Garda Inspectorate* reports, public finances and the *Garda Public Attitudes* survey.

I will face the challenges of 2013 together with my colleagues and always act in the interests of the general good. All my actions will be grounded on *An Garda Síochána's* four core principals of honesty, accountability, respect and professionalism.

The plan is proactive and takes cognisance of the constant changing environment within a policing context. My members continue to be my most valuable resource and they will give me the ability to achieve my plans. In this context, my plan never loses sight of *An Garda Síochána's* vision for "excellent people delivering policing excellence". This plan clearly outlines how *Gardaí* will work together with the people we serve in a structured and objective manner.

The plan sets out steps and performance indicators under four new priority headings as decided by our *Garda Commissioner*. These priorities ensure that *An Garda Síochána* is focused on securing our nation, proactive policing operations, ensuring safe communities and delivering a professional policing service. These goals were

decided upon following a wide consultation and analysis process during which the views of our partners, the public and the members of An Garda Síochána were sought concerning the key issues upon which they believe An Garda Síochána should concentrate during the coming year.

In our changing economic environment there are further financial constraints on our organisation. However, strong leadership will guide the Gardai within this Division through these difficulties. I will ensure we have optimum achievements with fewer resources. The focus of my efforts will be to maintain front line services. I hereby give my commitment to continue to positively pro-actively manage all resources available to me. I remain dedicated to our primary objective which is to prevent, detect and disrupt crime and criminal activity and to ensure people feel safe in their homes, on our roads and in our communities.

Finally, our organisation is only as good as the co-operation we receive from the public, we ultimately serve. I ask that people in Kilkenny Carlow Division work with their local Gardaí to make the Kilkenny Carlow Division a safe place to live by reporting crime or any suspicious activity to their local Garda Station or by dialling 999 or 112 or calling the Garda confidential line at 1800 666 111.

Michael A. McGarry
Chief Superintendent

Vision

*Excellent people delivering
Policing excellence*

Mission

*Working with Communities to protect
and Serve*

Values

<i>Honesty</i>	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 Right and their needs
Professionalism	Providing a professionalism policing service to all

Policing Priorities for An Garda Síochána for 2013 as determined by the Minister for Justice 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 for the State with the objective of:

- preserving the peace and public order,
- protecting life and property
- vindicating the human rights of each individual
- protecting the security of the State,
- preventing crime
- bringing criminals to justice, including by detecting and investigating crime,
- 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 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence. As Chief Superintendent for Kilkenny Carlow I have been conscious of the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement while developing my policing plan for 2013.

The Minister, under the provisions of section 20 of the Garda Síochána Act 2005, has determined the following matters as priorities for the Garda Síochána for 2013.

Security

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

Crime

To combat serious crime in all its forms, in particular violent crime, organised crime including human trafficking, and white collar crime

Policing Communities

To provide a policing service which meets the needs of local communities, tackles antisocial behaviour and burglary and supports the needs of victims of crime, treats them with dignity and keeps them informed about the progress of cases relevant to them

Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads arising from collisions

Domestic and Sexual Violence

To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs

Efficient use of resources

To maximise efficiencies in resource allocation and deployment of personnel, while maintaining professional policing standards across the Force

Goal One: Securing Our Nation

Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Targeted operations against terrorist and extremist groups, including dissident republican	Improving our intelligence gathering capabilities in the Kilkenny / Carlow Division to identify National or International threats from terrorist, extremist and organised crime groups with links to terrorist groups Analyse and maintain profiles of dissident republican activists resident or visiting the Kilkenny / Carlow Division	National security maintained through targeted operations Increased intelligence	Each Superintendent & Detective Inspector & D/Sergeants & Crime Sergeant	A Secure State
Targeted operations against organised criminal activity, involving terrorist groups	Conduct operations to disrupt the activities of terrorist and extremist groups, including dissident republican Identifying associations between organised criminal groups and dissident republican and terrorist activists. Conduct operations to disrupt these activities Input to South Eastern Regional Seminar on National Security threats and regular briefings to the divisional force	Number of operations conducted against identified groups and threats National security maintained through targeted operations against organised criminal groups associated with terrorists	Each Superintendent & Detective Inspector & D/Sergeants & Crime Sergeant	Active Role in International Security
Continued exchange of information and intelligence with appropriate domestic and international agencies	Conducting regular intelligence briefings to appropriately address the threat posed by dissident republicans in the Kilkenny / Carlow Division	Number of briefings conducted in the Kilkenny / Carlow Division		

Goal One: Securing Our Nation

Ensuring our National Security is a key priority for An Garda Síochána. We are committed to maintaining national security and will continue our role in safeguarding international security

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Enhanced level of readiness for major emergencies	<p>An Garda Síochána will work with relevant agencies to ensure that, in the event of major emergencies, the organisation has the capability to respond effectively at a national and local level</p> <p>Review training needs of personnel in the Kilkenny/ Carlow Division</p>	<p>Garda major emergency plans in place and major emergency exercises attended</p> <p>Training needs addressed</p>	Each Superintendent & Inspector Connolly	A Secure State

Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Information-led policing operations to combat crime	Successful information led interventions, based on intelligence and analysis, will be used to generate reductions in crime	Reduced property crime and increased detection rates		
Continue to target property crime and persistent offenders	Target the most prolific offenders involved in property crime through proactive policing strategies, search arrest and prosecution	Prolific offenders identified, monitored and targeted		
	Target property incidents such as robberies and aggravated burglaries that use threats of violence	Reduced property crime and increased detection rates	Each Superintendent & Detective Inspector & D/Sergeants & Crime Sergeant	Reduced crime
Use all available means to deny criminals the use of our roads for criminal activity	Conduct High Visibility Crime Prevention checkpoints on the public roadways and motorways to target and disrupt individuals and groups using the roads networks for criminal purposes. This will contribute to the overall reductions in crime and improve road safety	Number of overt crime prevention operations conducted on national and Secondary Routes to deny criminals the use of our roads for criminal activity		

Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Target organised crime, human and drug trafficking networks	<p>The identification and proactive targeting of organised crime groups operating in the Kilkenny / Carlow Division , whose activities have a negative impact on communities across the division (for example, trading in drugs, illegal goods, and human trafficking for the purpose of sexual and labour exploitation)</p> <p>Conducting intelligence led operations search and arrest operations against identified targets involved in organised crime</p>	<p>Organised crime groups targeted and disrupted</p> <p>Number of joint operations and liaisons conducted with Revenue Officials</p> <p>Intelligence led operations conducted</p>	<p>Each Superintendent & Detective Inspector & D/Sergeants & Crime Sergeant</p>	<p>Reduce Crime</p>
Effective investigation of those who engage in white collar and financial crime	<p>An Garda Síochána in the Kilkenny /Carlow Division will work in conjunction with relevant partner agencies and institutions to conduct focussed investigations against persons and groups identified as being involved in white collar/financial crime</p>	<p>Targeted operations against individuals, groups or organisations engaging in white collar / financial crime</p>		

Goal Two: Proactive Policing Operations

An Garda Síochána is committed to protecting the public from serious harm. Working with our partners we will develop targeted policing operations to reduce crime and ensure safety on our roads

Performance Indicators	THIS WILL BE ACHIEVED BY	PERFORMANCE INDICATORS	PROCESS OWNER	OUTCOME
<p>Work in partnership with other agencies to successfully enforce our roads policing strategy</p>	<p>Actions appropriate to An Garda Síochána as set out in the Government Road Safety Strategy 2013-2020 will be achieved</p> <p>Develop the existing Collision Prevention Programme with all agencies</p> <p>Continue Transition Year Education Programme throughout the Region</p> <p>Continue to promote key messages on road safety maximising use of both print and voice media</p> <p>The roll out of the Criminal Interdiction programme to all Traffic Corps members</p>	<p>Actions appropriate to An Garda Síochána, as set out in the Government Road Safety Strategy 2013 – 2020 will be achieved</p> <p>Monthly Collision Prevention Programme meetings with relative road safety partners in each county within the Region</p> <p>Delivery of Schools programme of ‘It won’t happen to me’ to all Transition Year Students in the Region</p> <p>Road Safety messages delivered through local media, print and audio, Bank Holiday Press Releases, Road Safety Stands at events</p> <p>Co-branding of road safety messages in conjunction with the Road Safety Authority developed and completed</p> <p>Criminal Interdiction programme rolled out to all Traffic Corps members</p>	<p>Each Superintendent Acting Divisional Traffic Inspector Regional Traffic Superintendent</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>

<p>Targeted traffic enforcement to reduce deaths and serious injuries on our roads and to challenge dangerous road user behaviour</p>	<p>Continued implementation of High Visibility Strategy through targeted intelligence and analysis based enforcement of roads policing and road safety operations</p> <p>Greater use of MAT (Mandatory Alcohol Testing) checkpoints especially ‘morning after’ detections</p> <p>Speed enforcement carried out in speed enforcement zones using speed detection vehicles</p> <p>The continued identification and updating of Collision Prone Zones and reducing their impact on Road Safety by working with local Borough and County Councils with an aim to bring about road improvements</p> <p>Targeting road traffic offenders within these Collision Prone Zones</p> <p>Adopting a high visibility approach in</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 2013-2020, achieved in the following areas:</p> <ul style="list-style-type: none"> • Increased compliance with speed limits • Increased compliance with drink driving legislation • Increased enforcement of Road Traffic Operations <p>6,000 hours of enforcement by Go Safe cameras completed per month</p> <p>Deploy Garda Robot speed detection vehicles in speed enforcement zones.</p> <p>Daily intercept speed detections in speed enforcement zones</p> <p>Four School Bus Safety operations and two Pedestrian Road Safety Awareness operations conducted nationally</p>	<p>Each Superintendent Acting Divisional Traffic Inspector Regional Traffic Superintendent</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
---	---	--	--	--

	<p>these Collision Prone Zones Enforcement of HGV's legislation and utilisation of the mobile weigh bridge during unsociable hours Deliver a range of prevention programmes</p> <p>Continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes</p> <p>Continue to promote key messages on road safety, for example through Crime Call</p> <p>Continue to confront and change the behaviour of youths who commit road traffic offences</p> <p>Continue inter-departmental co-</p>	<p>Conduct one operation per quarter to enforce Driver Permit Legislation Target enforcement of vehicle modification by young drivers</p> <p>Delivery of schools programme to transition year students on a quarterly basis Deliver Road Safety Presentation to employees of large companies such as VHI and ESB etc Deliver additional road safety initiatives such as road safety table quiz to secondary schools</p> <p>Road Safety messages delivered through Crimecall programmes, Bank Holiday Press Releases, National and Local Media Campaigns, Road Safety Stands at key event 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</p>	<p>Each Superintendent Acting Divisional Traffic Inspector Regional Traffic Superintendent</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
--	--	---	--	--

	<p>operation through bi-lateral and multi-agency operations</p> <p>Use of new technologies, such as the Automatic Number Plate Recognition system to deny the use of our roads for criminal activity</p>	<p>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>Number of criminal intelligence reports submitted by Traffic Corps personnel. Number of targeted high visibility strategic crime checkpoints aimed at detecting and disrupting travelling criminals completed and implemented. Number of successful interceptions using A.N.P.R.</p>	<p>Each Superintendent & Detective Inspector & D/Sergeants & Crime Sergeant</p>	<p>Reduce Crime</p>
--	--	--	---	----------------------------

Goal Three: Ensuring Safe Communities

An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Active community engagement to develop appropriate policing strategies that meet the needs and priorities of communities	<p>Ensuring that Community policing is embedded in all Communities</p> <p>Evaluating Community Alert and Neighbourhood Watch Strategies</p> <p>Ensure Divisional Neighbourhood Watch (NW) / Community Alert Conference is hosted by the Divisional Office</p> <p>Each Community Policing Model to be subdivided into neighbourhoods for policing purposes</p> <p>Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups.</p>	<p>Continue development and updating of Community Policing Model across the Division in keeping with National Model</p> <p>Number of meetings with National Partners on Neighbourhood Watch and Community Alert NW / Community Alert AGM held in each District</p> <p>Neighbourhoods Established across Division</p> <p>Number of JPC Meetings Attended</p>	<p>Each District Officer</p> <p>Superintendent Redmond Divisional Level</p> <p>Inspector Liam Connolly</p>	<p align="center">Safe Homes</p>

<p>Support and protect vulnerable and diverse sections of our communities through community policing and proactive engagement</p> <p>Continue to support victims of crime and improve the services available to them</p>	<p>Implementing the recommendations of JPC Survey 2009</p> <p>The development of and implementation of plan for Older People Strategy</p> <p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign</p> <p>Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation</p> <p>Ensure victims of crime are kept updated. We will also continue to review our policing and practises in order to ensure that the best available police service is given to the victims of crime</p>	<p>Number of JPC recommendations implemented</p> <p>Full implementation of and participation in Older People Strategy across Division</p> <p>Garda Diversity and Older People Strategy as it pertains to the Division implemented</p> <p>An Garda Síochána Victims Charter implemented</p> <p>Access to present systems in place and develop/improve as necessary</p> <p>Number of meetings with Federation of Victim Support and report submitted with recommendations</p>	<p>Each District Officer</p> <p>Superintendent Redmond Divisional Level</p> <p>Inspector Liam Connolly</p>	<p>Safe Homes</p>
--	---	---	--	--------------------------

<p>Continue to foster positive relationships with children and young people to promote their personal and community safety</p>	<p>Reviewing the policing policy on Family Liaison Officers</p> <p>Maintenance of Campus Watch in Kilkenny and Carlow</p> <p>Maintenance of Business Watch in Kilkenny and Carlow</p> <p>The implementation of the Garda Youth and Children Strategy Youth and Children 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes</p>	<p>Access training needs and identify: Number of trained officers. Number of additionally trained FLO</p> <p>Number of Campus Watch meetings attended</p> <p>Number of Business Watch meetings attended</p> <p>Year One of the Garda Youth and Children Strategy implemented</p>	<p>Each District Officer</p> <p>Superintendent Redmond Divisional Level</p> <p>Inspector Liam Connolly</p>	<p>Safe Communities</p>
--	---	--	--	--------------------------------

Goal Three: Ensuring Safe Communities

An Garda Síochána acknowledges the importance of community based policing. Working in partnership with communities we will continue to tackle the behaviours that affect our communities' quality of life.

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Targeted local crime reduction and prevention initiatives	Identify and proactively target local Public Order 'Hot Spots'	Number of areas identified	Each District Officer	Safe Communities
	Respond faster to reports of public disorder and anti-social behaviour	Public Order Incidents reduced Assaults reduced Criminal Damage reduced	Superintendent K Dolan (Divisional Level)	
	Adopt a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti-social behaviour	Number of Adult Cautions for Public Order Incidents.		
	Adopt a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime	Number of Fixed Charge Number of Anti-Social Behaviour Warnings for Public Disorder	Each District Officer	Safe Communities
	Introduce a youth crime case management system		Superintendent K Dolan (Divisional Level)	
	Increase the use of Anti-Social Behaviour Warnings			

	<p>Enforce the Liquor Licensing Laws Identify and Target known premises involved in the sale of alcohol to underage persons</p> <p>Identify and Target known premises known to be involved in the sale or supply of controlled drugs</p>	<p>Number of Closure Orders applied for premises contributing to Anti Social Behaviour Number of Juvenile Referrals for Public Order Number of Anti-Social Behaviour Warnings issued Number of Good Behaviour Contracts drawn up for Children Number of Operations to combat Sale of Alcohol to underage persons Number of detections for the sale of alcohol to underage persons Number of Juvenile Cautions. Number of detections for the sale or supply of controlled drugs on Licensed Premises</p> <p>Number of Inspections of Licensed Premises</p>	<p>Each District Officer</p> <p>Superintendent K Dolan (Divisional Level)</p>	<p>Safe Communities</p>
--	--	---	---	--------------------------------

<p>Working in partnership we will continue to tackle Public Disorder and Anti Social Behaviour that will affect a Community's Quality of Life</p> <p>(Improved understanding and responsiveness to Community needs)</p>	<p>Object to Special Exemptions where appropriate</p> <p>Object to the Granting of Licenses where appropriate</p> <p>Identify and Target known premises associated with Public Disorder</p> <p>Review Operational Plans for policing of "Hot Spots" for Public Disorder. Operations to be established for All Bank Holiday Weekends, Junior and Leaving Certificate Results</p> <p>Conduct analysis of the Public attitude survey to establish findings relevant to each District within the Division</p>	<p>Numbers of prosecutions of Licensed Premises Detections</p> <p>Number of objections to Special Exemptions Orders</p> <p>Number of objections to Granting of licenses</p> <p>Number of licensed premises associated with Public Disorder profiled for prosecution</p> <p>Number of Operations Conducted</p> <p>Conduct analysis of the public attitude survey to establish findings relevant to each District</p> <p>Develop and implement a strategy to address analysis findings</p>	<p>Each District Officer</p> <p>Superintendent K Dolan (Divisional Level)</p>	<p>Safe Communities</p> <p>Safe Communities</p>
---	---	--	---	---

<p>Provision of a visible and responsive policing service</p>	<p>Meetings with County Development Board</p> <p>Meetings with Joint Policing Committees</p> <p>Establish contact on Formal Basis with Vintners Federation in both Area Administrations</p> <p>An Garda Síochána will use new work systems, innovative analysis and technology (such as new command and dispatch centres) in order to ensure that the organisation responds as quickly as possible to emergency calls. Division will be an active participant of new Regional Computer Aided Dispatch Programme</p>	<p>Number of Meetings held with County Development Board Number of Contributions made to County Development Board</p> <p>Number of meetings with Joint Policing Committees</p> <p>Number of Meetings held with holders of Licensed Premises.</p> <p>New regional command and dispatch centre operational</p>	<p>Each District Officer</p> <p>Superintendent K Dolan (Divisional Level)</p> <p>Inspector Joe Carton (Divisional Level)</p>	
---	---	--	--	--

Goal Four: Delivering a Professional Service				
An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service				
Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
Develop new approaches to policing aimed at sustaining service delivery in line with our budget and resources	An Garda Síochána will continue to proactively engage with staff associations and trade unions on all key change and development existing and new programmes including new rosters implementation and going forward PALF	Regular constructive engagement under the Partnership Framework with staff associations and trade unions	Each District Officer	Best Use of Resources
Restructure the organisation to best meet the challenges of criminal activity and public demands	Implement the restructuring of the organisation through the District and Station rationalisation programme	District and Station rationalisation programme completed	Superintendent Padraig Dunne	
Maintain and develop the knowledge and skills of our people to ensure we are capable of tackling crime and meeting the needs of our communities	An Garda Síochána will identify the development and welfare needs of our people and, where possible, deliver new and innovative approaches to meet these needs under the guidance of our Garda College and CPD School	Implement and highlight to members alternative approaches to training (for example, on-line training, pre-learning) developed and implemented	Sergeant i/c CPD School	

Goal Four: Delivering a Professional Service

An Garda Síochána will continue to use all available resources efficiently to ensure the delivery of a professional policing service

Initiative	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Continue to enhance our organisation's performance and accountability systems</p>	<p>We will plan, implement and review the outcome of the pilot Performance, Accountability and Learning Framework on a Divisional level and feed back findings to the national working group</p> <p>Completion of regular audits at both Divisional and District level by District Officers and by Inspectors with core Divisional responsibilities</p> <p>This division will continue to use SAMS, HRMS and PULSE text alerts to optimum potential that can support the work of the organisation in a more efficient manner</p>	<p>Implementation of the Performance and Accountability and Learning Framework</p> <p>Audits completed</p> <p>New technology implemented to support the Garda organisation</p>	<p>Each District Officer</p> <p>Superintendent Padraig Dunne</p>	<p>Enhanced Service Delivery</p>
<p>Harness technology and information to generate efficiencies in the delivery of a policing service</p>	<p>The organisation will continue optimum use of current technology and continue to review and implement new technology that can support the work of the organisation in a more efficient manner</p>	<p>Fully utilise the financial Management Framework to ensure that expenditure is maintained within budget</p> <p>Fully utilise the Sickness and Absence Management System to monitor absence through illness within Division</p>		

<p>Harness technology and information to generate efficiencies in the delivery of a policing service</p>		<p>Monthly review of Tran Man System to ensure best possible deployment of the Divisional Fleet</p> <p>Full use of the Regional Analysts Service Reports in the statistical analysis of information</p> <p>Full implementation of the Regional Performance Accountability Framework (PAF) Report developed by this Division</p> <p>Ongoing proactive management of identified risks through Divisional Risk Register</p>	<p>Each District Officer</p> <p>Superintendent Padraig Dunne</p> <p>Inspector Liam Connolly</p>	
<p>Reduce the organisation's cost base by exploring shared service opportunities across the public service</p>	<p>Where appropriate we will share resources with other organisations such as HSE and Fire Service to achieve in particular joint goals</p>	<p>Policing priorities financed within Divisional budget through sharing resources</p>	<p>Each District Officer</p> <p>Superintendent Padraig Dunne</p>	