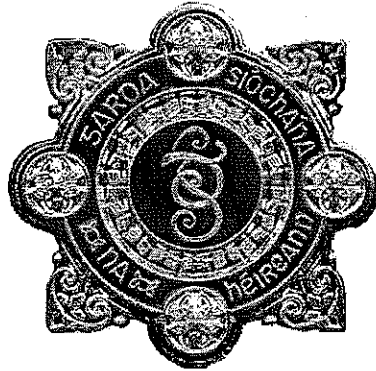


An Garda Síochána



Divisional Policing Plan 2007 For the Cork North Garda Division.

For further information contact:

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Divisional Policing Plan 2007 – Cork North Garda Division

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Divisional Policing Plan 2007 – Cork North Garda Division

CORK NORTH DIVISIONAL POLICING PLAN 2007



Foreword from the Cork North Divisional Officer.

The Cork North Garda Divisional Policing Plan sets out to achieve the objectives as outlined in the Garda Corporate Strategy document 2007 - 2009 and in particular to achieve the highest attainable level of Personal Protection, Community Commitment and State Security.

At this critical time of change, reform and renewal, our strategic commitment to the public will be informed by clear and consistent focus on the key public imperatives of, public safety, public confidence and public accountability.

This Divisional Policing Plan facilitates the setting of priorities, monitoring and evaluating performance and through sustained effort, including integrated teamwork and partnership, achieve efficient and effective service delivery.

We value the opinion of our community in North Cork and accept criticisms and compliments. To that end we provide comment cards at the counter in each Garda Station in North Cork which can be filled out by members of the public giving their opinions and views on how problems or queries have been handled by our members. Your feedback is vitally important to us and you can also make your comments on the Garda website at www.garda.ie.

I assure you that An Garda Síochána in North Cork we will do our best to provide quality policing and a response to the needs of those we serve. Our endeavours are driven by your support.

M. A. MCGARRY
CHIEF SUPERINTENDENT

An Garda Síochána Strategic Goals 2007

- 1. National/International Security** - To Maintain National and International Security
- 2. Crime** - To significantly reduce the incidence of crime and criminal behaviour.
- 3. Traffic** - To significantly reduce the incidence of fatal and serious injury injuries and improve road safety.
- 4. Public Order** - To significantly reduce the incidence of public disorder and anti-social behaviour in our communities.
- 5. Ethnic and Cultural Diversity** - To provide equal protection and appropriate service, while nurturing mutual respect and trust.
- 6. Community Engagement** – To build a Garda service that reflects the needs and priorities of the people in Ireland.

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL ONE - NATIONAL/INTERNATIONAL SECURITY:

To Maintain National and International Security.

National Actions	National Performance Indicators
Analyse the risks and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals	<ul style="list-style-type: none"> ◆ Number of threat assessments prepared ◆ Number of groups and individuals identified and profiled ◆ Number of operations initiated
Enhance capability in all Garda Regions for reporting and targeting terrorist-oriented risks and threats	<ul style="list-style-type: none"> ◆ Number of training programmes delivered ◆ Number of persons trained ◆ Number of intelligence reports to Crime and Security ◆ Number of operations initiated
Identify and target groups and individuals with integrated criminal/subversive links	<ul style="list-style-type: none"> ◆ Number of groups identified and profiled ◆ Number of individuals identified and profiled ◆ Number of operations initiated ◆ Number of persons arrested ◆ Number of prosecutions initiated
Further develop the Garda Síochána's emergency response planning and capability	<ul style="list-style-type: none"> ◆ Number of live exercises held ◆ Number of table-top exercises held ◆ Number of emergency response training programmes developed ◆ Number of benchmarks developed against best international practice ◆ Standard operating procedures manual developed for responses to major emergencies.
Build on existing links with our International law enforcement partners to facilitate best practice with regard to training, standard operating procedures and intelligence exchanges	<ul style="list-style-type: none"> ◆ Number of international training programmes engaged in. ◆ Number of persons trained ◆ Standard operating procedures developed ◆ Number of intelligence exchanges with international law enforcement agencies

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4	Assistant Commissioner Crime and Security	A secure democracy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Crime and Security	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Crime and Security	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓		✓	Assistant Commissioner Crime and Security	Response capability benchmarked against best international practice
	✓		✓		
	✓		✓		
✓				Assistant Commissioner Crime and Security	
✓					
	✓		✓		
✓	✓	✓	✓	Assistant Commissioner Crime and Security	
✓	✓		✓		
✓	✓	✓	✓		

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL ONE - NATIONAL/INTERNATIONAL SECURITY: To Maintain National and International Security.	
Divisional Actions	Divisional Performance Indicators
Analyse the risks and threats to security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals	<ul style="list-style-type: none"> ◆ Number of threat assessments prepared/crime prevention advice given/undertaken. ◆ Number of groups and individuals identified and profiled ◆ Number of operations initiated
Enhance capability in Division for reporting and targeting terrorist-oriented risks and threats	<ul style="list-style-type: none"> ◆ Number of training programmes delivered ◆ Number of persons trained ◆ Number of intelligence reports to Crime and Security ◆ Number of operations initiated
Initiate intelligence-led operations against the various factions within dissident republican groups	<ul style="list-style-type: none"> ◆ Number of Garda operations commenced. ◆ Number of prosecutions initiated
Identify and target groups and individuals with integrated criminal/subversive links	<ul style="list-style-type: none"> ◆ Number of groups identified and profiled ◆ Number of individuals identified and profiled ◆ Number of operations initiated ◆ Number of persons arrested ◆ Number of prosecutions initiated
Ensure that persons visiting the Division who are considered a security risk are afforded a level of security in keeping with the risk assessment involved	<ul style="list-style-type: none"> ◆ Number of security operations put in place for visiting V.I.P.S and Dignitaries
Further develop the Division's emergency response planning and capability	<ul style="list-style-type: none"> ◆ Stage a Live exercise during 2007 ◆ Stage a table-top exercise during 2007 ◆ Review Garda Procedures for the Cork Joint Major Emergency Plan
Members of the Divisional force will continue to collect, analyse and disseminate information and intelligence on all known subversive organisations and subversives in the Cork North Division. Increase intelligence reports and C.77's by 5%	<ul style="list-style-type: none"> ◆ Number of criminal intelligence reports generated ◆ Number of C77's submitted
Members of the Divisional force to register all sources of information in accordance with the Covert Human Intelligence Source Managements System	<ul style="list-style-type: none"> ◆ Number of sources registered

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL ONE- NATIONAL AND INTERNATIONAL SECURITY							
Timeframe				Divisional Ownership		Divisional Outcome	
Q1	Q2	Q3	Q4				
√	√	√	√	Divisional Officer		A secure democracy	
√	√	√	√				
√	√	√	√				
√	√	√	√				
	√		√				
	√		√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√	Each District Officer			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
	√		√	Divisional Process Team		Response capability benchmarked against best international practice	
	√		√				
	√		√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour.

National Actions	National Performance Indicators
Develop and implement a Garda National Crime Reduction and Prevention Strategy	<ul style="list-style-type: none"> ▲ Crime Reduction and Prevention Strategy <ul style="list-style-type: none"> ◆ developed and piloted ◆ assessed ◆ national plan implemented
Further enhance the forensic investigative capability of the Garda Síochána	<ul style="list-style-type: none"> ◆ Garda Forensic Awareness/Integration Strategy developed ◆ New Forensic Science Laboratory commenced in association with our criminal justice partners ◆ Automated Fingerprint Identification System enhancement, deployed at Garda Headquarters ◆ DNA database established in association with our criminal justice partners ◆ The number of accredited Scenes of Crime Examiners trained per Division ◆ 10% increase in the number of suspects identified per crime scene examined
Initiate intelligence-led operations against groups and individuals who transport illegal drugs, guns and immigrants into the State	<ul style="list-style-type: none"> ◆ The number of drug trafficking networks profiled and targeted at local and national level ◆ The number of gun trafficking networks profiled and targeted at local and national level ◆ The number of human trafficking networks profiled and targeted ◆ The number and type of operations conducted against drug dealers and users ◆ 2% reduction in incidents involving use of a firearm ◆ 5% increase in the number of seizures of illegal drugs ◆ 3% increase in the number of firearms seized
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	<ul style="list-style-type: none"> ◆ The number of intelligence sources registered ◆ The number of intelligence reports submitted
Develop and deploy a national crime analysis capability	<ul style="list-style-type: none"> ◆ A Garda Síochána Analysis Centre established at Garda Headquarters ◆ Crime trends and patterns identified and disseminated at local and national level ◆ The number of crime analysts deployed to Garda Regions
Enhance the Garda Síochána's serious crime investigation management capability	<ul style="list-style-type: none"> ◆ The number of Divisional Senior Investigating Officers trained ◆ Standard operating procedures for serious crime investigations developed ◆ The number of Divisional personnel trained in specialist crime investigation techniques ◆ Detective Inspector deployed to each Division
Target high-volume crime categories	<ul style="list-style-type: none"> ◆ 2% reduction in burglary incidents ◆ 2% reduction in theft from MPV incidents ◆ 2% reduction in theft from shop incidents ◆ 2% reduction in other thefts ◆ 2% reduction in criminal damage incidents

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL TWO – CRIME					
Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4	Assistant Commissioner National Support Services and Assistant Commissioner Strategy and Services	Overall crime reduced by 2% in 2007
	✓	✓	✓		
	✓	✓		Assistant Commissioner National Support Services	
		✓			
		✓			
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner Crime and Security and Each Regional Assistant Commissioner	Overall detection rate increased by 2% in 2007
✓	✓	✓	✓		
	✓	✓	✓	Assistant Commissioner Crime and Security	
	✓				
	✓		✓	Assistant Commissioner National Support Services and Assistant Commissioner Human Resource Management	
✓					
✓	✓		✓		
	✓				
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour.

Divisional Actions	Divisional Performance Indicators
Further enhance the forensic investigative capability of the Garda Síochána and ensure a 10% increase in the number of suspects identified per crime scene examined	<ul style="list-style-type: none"> ◆ Number of Scenes examined ◆ Number of Suspects Identified
Initiate intelligence-led operations against groups and individuals who engage in organised crime, illegal drugs, and guns	<ul style="list-style-type: none"> ◆ The number of drug trafficking networks profiled and targeted at District Level ◆ The number and type of operations conducted against drug dealers and users
Identify and target the top ten most active crime/drug suspects in each district	<ul style="list-style-type: none"> ◆ Number of Individuals identified & targeted. ◆ Number of intelligence reports on such individuals
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	<ul style="list-style-type: none"> ◆ The number of intelligence sources registered ◆ The number of intelligence reports submitted
Enhance the Garda Síochána's serious crime investigation management capability	<ul style="list-style-type: none"> ◆ Appoint a Detective Inspector in the Division ◆ Number of Divisional personnel trained in specialist crime investigation techniques
2% reduction in incidents involving use of a firearm	<ul style="list-style-type: none"> ◆ Number of incidents involving use of firearms
5% increase in the number of seizures of illegal drugs	<ul style="list-style-type: none"> ◆ Number of detections for breach of Section 3 MDA ◆ Number of detections for breach of Section 15 MDA
3% increase in the number of firearms seized	<ul style="list-style-type: none"> ◆ Number of seizures of illegal firearms
2% reduction in burglary incidents	<ul style="list-style-type: none"> ◆ Number of burglaries recorded ◆ Number detected
2% reduction in theft from MPV incidents	<ul style="list-style-type: none"> ◆ Number of theft from MPV recorded ◆ Number detected
2% reduction in theft from shop incidents &	<ul style="list-style-type: none"> ◆ Number of theft from Shop recorded ◆ Number detected
2% reduction in other thefts &	<ul style="list-style-type: none"> ◆ Number of other thefts recorded ◆ Number detected
2% reduction in criminal damage incidents	<ul style="list-style-type: none"> ◆ Number of criminal damage incidents recorded ◆ Number detected
National Drugs Strategy 2001-2008. Maintain level of liaison with Southern Health Board, G.N.D.U, C.A.B. and Customs	<ul style="list-style-type: none"> ◆ Number of meetings held

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour.

Divisional Actions	Divisional Performance Indicators
J.L.O. Officers within the Division will ensure that the Children's Act 2001 and the Restorative Justice Programme under the Act is fully implemented	<ul style="list-style-type: none"> ◆ Number of formal cautions ◆ Number of informal cautions ◆ Number of restorative cautions under the Act ◆ Number of Adult cautions
Criminal Intelligence Officer (CIO) will endeavour to brief members parading at District H.Q. in Division	<ul style="list-style-type: none"> ◆ Number of briefings with CIO
Sergeants in charge and Area Administrators will ensure that monthly bulletins disseminated by the Criminal Intelligence Officer are up-to-date and available for members going on operational duties	<ul style="list-style-type: none"> ◆ Number of Bulletins issued
Increase the number of Donor and Section 28 CJA Finger & Palm Prints taken	<ul style="list-style-type: none"> ◆ Number of donor prints taken. ◆ Number of Section 28 CJA Prints taken. ◆ Number of P/Gardaí Trained in the taking of Finger/Palm Prints
Review training of members in the deployment of "Stinger" and train additional Gardaí and newly appointed Probationer Gardaí	<ul style="list-style-type: none"> ◆ Number of Gardaí trained
Develop our crime analysis capability through the use of crime mapping and analysis technologies. This will be used to develop intelligence led strategies and operations in the Division	<ul style="list-style-type: none"> ◆ Number of high crime areas identified by pin mapping. ◆ Number of special operations put in place
Hold crime prevention and awareness meetings with local community and business organisations	<ul style="list-style-type: none"> ◆ Name of Organisation and number of meetings

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME							
Timeframe				Divisional Ownership		Divisional Outcome	
Q1	Q2	Q3	Q4				
√	√	√	√	Divisional Officer		Overall crime reduced by 2% during 2007	
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
			√	&			
	√		√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√	Each District Officer		Achieve a detection rate of 48%	
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
	√		√	&			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√	Divisional Process Team			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL THREE - TRAFFIC

To significantly reduce the incidence of fatal and serious injury injuries and improve road safety.

National Actions	National Performance Indicators
Produce an Annual Garda Road Safety and Traffic Implementation Plan	<ul style="list-style-type: none"> ◆ Annual Garda Road Safety and Traffic Implementation Plan ◆ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones and to develop appropriate responses ◆ Consultations with key external and internal stakeholders to improve road safety
Build traffic policing capability and enhance results	<ul style="list-style-type: none"> ◆ Monthly traffic policing results report published ◆ Dedicated Traffic Superintendent appointed in each Region ◆ Dedicated Traffic Inspector appointed in each Division ◆ Number of members and vehicles allocated to the Garda Traffic Corps per quarter ◆ Number of members trained in each Division in Forensic Collision Investigation ◆ Number of outsourced fixed speed cameras deployed
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> ◆ 10% increase in the number of Mandatory Alcohol Tests conducted ◆ 10% increase in the number of detections for drink driving ◆ 10% increase in the number of detections for drug driving ◆ 10% increase in the number of detections for careless and dangerous driving ◆ 10% increase in the number of detections for speeding offences ◆ 10% increase in the number of FCPS notices issued ◆ 10% increase in the number of detections for failure to wear seat belts ◆ 10% increase in the number of detections in Collision Prone Zones per Garda Division ◆ 10% increase in the number of detections of offences under Road Transport Regulations ◆ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers
Collaborate to deliver a traffic management strategy	<ul style="list-style-type: none"> ◆ A traffic management strategy developed ◆ Standard Operating Procedures for the management of road traffic in emergencies and at public events ◆
Further develop collision and incident analysis capability to improve road safety	<ul style="list-style-type: none"> ◆ A national traffic collision database set up at Garda National Traffic Bureau ◆ Number of Collision Prone Zones identified and categorised in each Garda Division ◆
Develop and deploy a Garda Road Safety Awareness and Education Strategy	<ul style="list-style-type: none"> ◆ A Garda Road Safety Awareness Communications Programme developed ◆ Number of Garda Road Safety Awareness presentations ◆ Deploy a Road Safety Awareness Communications Programme to each school in Ireland ◆ Six presentations on Crimecall in relation to Road Safety

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL THREE – TRAFFIC						
Targeted Timeframe				Ownership	Outcome	
Q1	Q2	Q3	Q4			
✓	✓			Assistant Commissioner Traffic		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Traffic and Each Regional Assistant Commissioner		
	✓		✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Each Regional Assistant Commissioner	Reduce fatal and serious injury traffic collisions in line with Government Road Strategy	
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓			Assistant Commissioner Traffic and each Regional Assistant Commissioner		
✓				Assistant Commissioner Traffic		
✓	✓	✓	✓			
	✓			Assistant Commissioner Traffic and each Regional Assistant Commissioner		
		✓	✓			
✓	✓	✓	✓			

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL THREE - TRAFFIC

To significantly reduce the incidence of fatal and serious injury injuries and improve road safety.

Divisional Actions	Divisional Performance Indicators
Achieve a reduction in the incidents of fatal and serious traffic accidents in the Division over 2006 figures	<ul style="list-style-type: none"> ◆ Number of fatal traffic accidents in the Division. ◆ Number of serious injury traffic accidents
Build the Division's traffic policing capability and enhance results	<ul style="list-style-type: none"> ◆ Appoint dedicated Traffic Inspector in Division during 2007 ◆ Number of additional members allocated to the Divisional Traffic Corps per quarter ◆ Number of additional members trained in Division in Forensic Collision Investigation
Targeted enforcement of road traffic and road transport Legislation in the Division by increasing the detection rate in the key target offences by 10%	<ul style="list-style-type: none"> ◆ Number of Mandatory Alcohol Tests conducted ◆ Number of detections for drink driving ◆ Number of detections for drug driving ◆ Number of detections for careless and dangerous driving ◆ Number of detections for speeding offences ◆ Number of FCPS notices issued ◆ Number of detections for failure to wear seat belts ◆ Number of detections in Collision Prone Zones ◆ Number of detections of offences under Road Transport Regulations ◆ Number of intelligence-led covert and high-visibility operations focused on offending young drivers ◆ Number of detections for mobile phone use
Each District officer will ensure the prompt and efficient investigation of fatal accidents within their District, ensure best investigative procedures are applied and submit file to D.P.P. within 3 months	<ul style="list-style-type: none"> ◆ Number of investigation files submitted within the 3 month timeframe
Promote Road Safety via the Schools visits, educate our youth on pedestrian and cycle safety	<ul style="list-style-type: none"> ◆ Number of school visits per District utilised to promote road safety
Educate road users through print, Radio/TV broadcasts, and road shows	<ul style="list-style-type: none"> ◆ Arrange for two road shows during 2007 ◆ One weekly road safety broadcast on local radio station ◆ Number of publications used to promote road safety
Enforce Section 41 Road Traffic Act	<ul style="list-style-type: none"> ◆ Number of vehicles seized
Divisional Traffic Inspector to monitor collision trends and identify and update Collision Prone Zones (CPZs)	<ul style="list-style-type: none"> ◆ Number of Collisions Prone Zones (CPZs)
Contribute to the effective management of traffic through liaising proactively with Local Authorities and other partners/stakeholders	<ul style="list-style-type: none"> ◆ Number of meetings attended with Local Authorities and other partners / stakeholders

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL THREE - TRAFFIC						
Timeframe				Divisional Ownership	Divisional Outcome	
Q1	Q2	Q3	Q4			
√	√	√	√	Divisional Officer	Reduce fatal and serious traffic accidents in line with Government Strategy & increase detection of key target offences by 10%	
√	√	√	√			
	√		√			
	√		√			
	√		√			
√	√	√	√			
√	√	√	√			
√	√	√	√			
√	√	√	√			
√	√	√	√			
√	√	√	√	Each District Officer		
√	√	√	√			
√	√	√	√			
√	√	√	√			
√	√	√	√			
√	√	√	√			
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√	√	√	√			
√	√	√	√			
√	√	√	√			
	√		√	Divisional Process Team		
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√	√	√	√			

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FOUR – PUBLIC SAFETY

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities.

National Actions	National Performance Indicators
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas	<ul style="list-style-type: none"> ◆ Risk assessment of public order problems undertaken and action plans implemented at Divisional level ◆ The number of interagency consultation meetings and recorded agreements ◆ The number of interagency anti-social behaviour initiatives implemented at Divisional level ◆ The number of proposals for CCTV agreed at local level
Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans	<ul style="list-style-type: none"> ◆ The number of 'Hot Spots' identified at Divisional level ◆ The number of Closure Orders applied for per Division for businesses identified as contributors to public disorder and anti-social behaviour ◆ The number of Gardai in each Division who have undergone Public Order training and are available for deployment ◆ The number of Divisional Public Order Unit deployments on prevention and enforcement duties
Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	<ul style="list-style-type: none"> ◆ Measure the level of underage drinking and illegal drug use at local level ◆ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division ◆ Volume of intelligence on levels and patterns of trading in illegal drugs per Division ◆ The number of interagency prevention and diversion programmes per Division ◆ The number of licence holders briefed on Garda enforcement strategies and concerns per Division ◆ The number of detections for sale/supply of illegal drugs ◆ The number of detections for sale/supply of alcohol to underage persons ◆ The number of applications for closure of licensed premises ◆ The number of prosecutions of licence holders for allowing drunkenness on the premises
The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division	<ul style="list-style-type: none"> ◆ 'Feeling of Safety' survey conducted ◆ Identified issues analysed by the Garda Research Unit ◆ The number of identified issues actioned at Divisional level

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FOUR – PUBLIC SAFETY

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓					
✓	✓	✓	✓	Each Regional Assistant Commissioner	Garda satisfaction rate increased by 2%
	✓	✓	✓		
✓	✓	✓	✓		
✓					
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	Reduced number of youths involved in crime
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓	✓	✓	Each Regional Assistant Commissioner	
			✓		

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FOUR – PUBLIC SAFETY

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities

Divisional Actions	Divisional Performance Indicators
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas and in particular the R.A.P.I.D. towns of Mallow and Youghal	<ul style="list-style-type: none"> ◆ Risk assessment of public order problems undertaken and action plans implemented at District level ◆ The number of interagency consultation meetings and recorded agreements ◆ The number of interagency anti-social behaviour initiatives implemented at District level ◆ The number of proposals for CCTV agreed at local level
Utilise Pin Mapping to review the levels of public disorder in each District and ensure that adequate resources are deployed at key times and hot-spot locations	<ul style="list-style-type: none"> ◆ Number of reviews conducted at District level ◆ Number of detections for breaches of Sections 4, 5 6 & 8 Public Order Act ◆ Number of hot spot areas identified
Proactively enforce the law relating to underage drinking and substance abuse and establish District Committees in each District to address underage drinking in Public Places and Licensed premises	<ul style="list-style-type: none"> ◆ Measure the level of underage drinking and illegal drug use at local level ◆ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per District ◆ Volume of intelligence on levels and patterns of trading in illegal drugs per District ◆ Number of interagency prevention and diversion programmes per District ◆ Number of licence holders briefed on Garda enforcement strategies and concerns per District ◆ Number of detections for sale/supply of illegal drugs ◆ Number of detections for sale/supply of alcohol to underage persons ◆ Number of applications for closure of licensed premises ◆ Number of prosecutions of licence holders for allowing drunkenness on the premises. ◆ Number of District Committees Established
Utilise the provisions of the Intoxicating Liquor Act 2003 if necessary to address public disorder in the vicinity of licensed premises or fast food outlets	<ul style="list-style-type: none"> ◆ Number of closures orders obtained per District
Monitor premises where special exemptions are granted and object to extension of hours if premises are managed in a disorderly manner	<ul style="list-style-type: none"> ◆ Number of special exemptions objected to
District Officers to ensure racially motivated incidents will receive specific attention and cognisance taken of any emerging trends	<ul style="list-style-type: none"> ◆ Number of racially motivated incidents reported

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FOUR – PUBLIC SAFETY

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities

Divisional Actions	Divisional Performance Indicators
Meet with interested parties to design out public disorder in areas where remedial work is required to prevent large groups congregating	◆ Number of meetings held with interested parties
The Public Attitude Survey will measure the 'Feeling of Safety' within Cork North Garda Division	◆ The number of identified issues actioned ◆ Satisfaction ratings achieved in Public Attitude Survey 2007

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL 4 - PUBLIC SAFETY							
Timeframe				Divisional Ownership		Divisional Outcome	
Q1	Q2	Q3	Q4	Divisional Officer		Garda satisfaction rate increased by 2%	
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
				&			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
				Each District Officer			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
				&			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
				Divisional Process Team		Reduced number of youths involved in crime	
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				
			√				

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY:

To provide equal protection and appropriate service, while nurturing mutual respect and trust.

National Actions	National Performance Indicators
Provide protection and redress against racist incidents	<ul style="list-style-type: none"> ◆ Record and investigate all racist incidents ◆ The number of prosecutions associated with racist incidents ◆ The number of referrals to victim support organisations relating to racist incidents ◆
Build trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> ◆ Progress report on the Garda Human Rights Implementation Plan ◆ Survey conducted with ethnic and culturally diverse groups on satisfaction with the Garda service ◆ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ◆ The number of Ethnic Liaison Officer meetings and evaluation reports prepared ◆ Audit of processes and procedures relating to the quality and effectiveness and human rights compliance of the Garda Síochána's immigration service
Communicate effectively with ethnic And culturally diverse communities	<ul style="list-style-type: none"> ◆ The number of meetings per Division with ethnic and culturally diverse communities ◆ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees ◆ The volume of Garda multilingual information material ◆ Directory of available interpreters for use by the Garda Síochána developed and distributed to each Division ◆ Increased availability of diverse language training throughout the Garda Síochána
Ensure that the Garda service is representative of the community we serve	<ul style="list-style-type: none"> ◆ Proactive advertisement and recruitment programme for ethnic and culturally diverse applicants ◆ The number of persons from ethnic and culturally diverse communities joining the Garda Síochána ◆ Organisational support mechanisms established to ensure the retention of members from ethnic and culturally diverse ◆ communities

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY						
Targeted Timeframe				Ownership	Outcome	
Q1	Q2	Q3	Q4	Each Regional Assistant Commissioner	Public confidence increased by 2%	
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Human Resource Management		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Strategy and Services		
✓	✓	✓	✓	Each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner National Support Services		
✓	✓	✓	✓	Each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Human Resource Management		
✓	✓	✓	✓			

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY:

To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.

Divisional Actions	Divisional Performance Indicators
Provide protection and redress against racist incidents	<ul style="list-style-type: none"> ◆ Record and investigate all racist incidents ◆ Number of prosecutions associated with racist incidents ◆ Number of reported racially motivated offences ◆ Number of referrals to victim support organisations relating to racist incidents
Build trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> ◆ Number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ◆ Number of Ethnic Liaison Officer meetings and evaluation reports prepared
Develop and deliver talks on relevant policing issues to ethnic and culturally diverse communities to educate and provide information on topics such as road safety, community safety etc.	<ul style="list-style-type: none"> ◆ Number of meetings per District with ethnic and culturally diverse communities ◆ Number of ethnic and cultural issues addressed in the context of Joint Policing Committees ◆ The volume of Garda multilingual information material available ◆ Directory of available interpreters for use by the Garda Síochána developed and distributed to each District ◆ Conduct an Audit of Language skills of the Divisional Force.
Co-ordinate our immigration service through the designated immigration officers for Cork North Division	<ul style="list-style-type: none"> ◆ Number of new registrations per district ◆ Number of renewals
District Officers to ensure the uniform implementation of the Garda Human Rights Initiative 1999-2000	<ul style="list-style-type: none"> ◆ Number of complaints from ethnic minority groups
Ensure that the Garda service is representative of the community we serve and actively encourage and support the recruitment of persons from ethnic and cultural diverse communities to join An Garda Síochána both fulltime Gardaí and Garda Reserves	<ul style="list-style-type: none"> ◆ Number of fulltime Garda Applicants ◆ Number Garda Reserve Applicants
Organise sporting and cultural events in consultation with immigrant communities to facilitate the building of relationships and further develop trust and confidence in An Garda Síochána	<ul style="list-style-type: none"> ◆ Number of Cultural or sporting events organised in the Division

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY:					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
√	√	√	√	Divisional Officer <	

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people in Ireland

National Actions	National Performance Indicators
Develop the Garda Síochána National Model of Community Policing	<ul style="list-style-type: none"> ◆ Public consultations to inform the development of the Garda Síochána National Model of Community Policing ◆ Pilot the Garda Síochána National Model of Community Policing at Divisional level ◆ The number of Gardaí employed full-time on Community Policing ◆ The number of active Community Alert/Neighbourhood Watch schemes in operation
Develop a Youth Strategy to advance appropriate Garda services for children and young people	<ul style="list-style-type: none"> ◆ Assessment of Garda youth-related services ◆ Consult with youth service providers to inform proposed new strategy ◆ Produce draft strategy for consideration ◆ Implement strategy at Divisional level
Enhance victim-related services	<ul style="list-style-type: none"> ◆ Appoint a Superintendent as Victim Liaison Officer in Community Relations ◆ The number of referrals to victim support organisations ◆ The number of Family Liaison Officers appointed and trained ◆ 2% reduction in the level of repeat victimisation
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> ◆ Garda policy on Joint Policing Committees developed ◆ The number of meetings attended by Gardaí ◆ The number of recommendations from Joint Policing Committees included in Divisional and District Policing Plans ◆ The number of community based CCTV systems supported
Ensure a visible public Garda presence within the community and particularly in the RAPID areas of Youghal and Mallow	<ul style="list-style-type: none"> ◆ 5% increase in the satisfaction with Garda visibility in the locality ◆ The number of visible patrols ◆ The number of visible patrols in RAPID areas

Divisional Policing Plan 2007 – Cork North Garda Division

**An Garda Síochána Policing Plan 2007
Strategic Goal Six – Community Engagement**

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓		✓		Assistant Commissioner Strategy and Services	A Garda service that reflects the needs and priorities of the people of Ireland
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓ ✓	✓	✓	Assistant Commissioner Strategy and Services	
✓				Assistant Commissioner Strategy and Services	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓				Assistant Commissioner Strategy and Services	
✓	✓	✓	✓ ✓		
✓	✓	✓	✓		
✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	Assistant Commissioner Strategy and Services and each Regional Assistant Commissioner	

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

To build a Garda service that reflects the needs and priorities of the people in Ireland

Divisional Actions	Divisional Performance Indicators
When developed implement the Garda Síochána National Model of Community Policing and appoint Community Gardai in each District	♦ Number of Gardaí employed full-time on Community Policing
Review effectiveness of existing Neighbourhood Watch/Community Alert Schemes within the Division	♦ Number of Community Alert/Neighbourhood Watch schemes reviewed and re-established ♦ Number of Gardaí assigned to specific areas
Deliver appropriate Garda services for children and young people	♦ Implement strategy at Divisional level when developed
Prepare for the introduction of Joint Policing Committees	♦ Number of meetings attended by Gardaí
Ensure a visible public Garda presence within the community and particularly in the RAPID areas of Youghal and Mallow	♦ 5% increase in the satisfaction with Garda visibility in the locality ♦ Number of visible patrols ♦ Number of visible patrols in RAPID areas ♦ Number of bicycle patrols
Continue to improve time and quality of Garda Responses by providing a proactive and better quality and faster response to emergencies, reported crimes, traffic accidents and public order incidents	♦ Number of 999 Calls received. ♦ % of calls responded to within 15 minutes
Ensure that 'Support After Crime Advice' is offered to every victim of crime and enhance services	♦ Number of Referrals to Support After Crime ♦ Number of Family Liaison Officers appointed and trained ♦ 2% reduction in the level of repeat victimisation
Ensure that follow up contact is made with victims of crimes informing them of the investigating members and the unique reference number so that they can enquire as to the progress of the investigation at any stage	♦ Number of letters issued to victims of crime

Divisional Policing Plan 2007 – Cork North Garda Division

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT:							
Timeframe				Divisional Ownership		Divisional Outcome	
Q1	Q2	Q3	Q4				
			√				
√	√	√	√				
√	√	√	√				
			√	Divisional Officer			
√	√	√	√				
√	√	√	√	&			
√	√	√	√			A Garda service that reflects	
√	√	√	√	Each District Officer		the needs and priorities of the	
√	√	√	√			people of Ireland and the	
√	√	√	√	&		communities we serve	
√	√	√	√				
√	√	√	√	Divisional Process Team			
√	√	√	√				
√	√	√	√				
√	√	√	√				
√	√	√	√				

Divisional Policing Plan 2007 – Cork North Garda Division

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