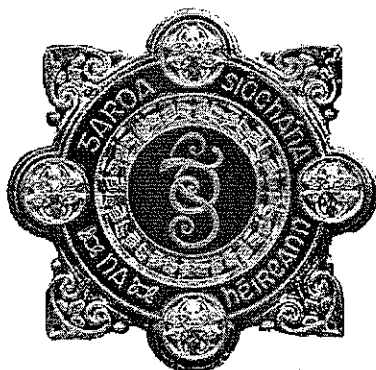


An Garda Síochána



Divisional Policing Plan 2008 for the Cork North Garda Division.

For further information contact:

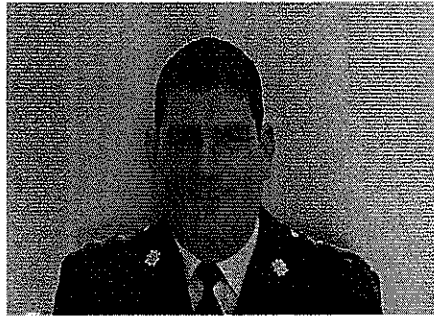
Office of the Chief Superintendent,
An Garda Síochána,
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CORK NORTH DIVISIONAL POLICING PLAN 2008



Foreword from the Cork North Divisional Officer.

The Cork North Garda Divisional Policing Plan 2008 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 a 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, to 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 2008

- 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 Safety** - 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.

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL ONE - NATIONAL INTEGRATION SECURITY

To Maintain National and International Security

Divisional Actions	Divisional Performance Indicator	Targeted timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Identify and analyse the threats to national and international security	<ul style="list-style-type: none"> • 100% of identified threats, assessed, categorised and recorded • 100% of identified groups and individuals profiled 	✓	✓	✓	✓	Each District Officer	All threats against the State's national and international security contained to ensure a secure democracy
Initiate responses to the identified threats	<ul style="list-style-type: none"> • 100% of operations against identified targets initiated • Number of individuals arrested and prosecuted for terrorist/subversive offences 	✓	✓	✓	✓	D/Inspector	
Enhance the organisation's capability to anticipate and respond proactively to national and international threats	<ul style="list-style-type: none"> • Implement National Critical Infrastructure Security Plan when developed • 100% of major emergency plans and external emergency plans for Top Tier SEVESO II Sites are revised, reviewed and updated 		✓			D/Inspector	
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 	✓	✓	✓	✓	Each District Officer	
						D/Inspector	

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL ONE - NATIONAL INTER-NATION SECURITY To Maintain national and international security						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Members of the divisional force will continue to collect, analyse and disseminate information and intelligence on all known subversive organisations in the Cork North Division.	<ul style="list-style-type: none"> 10 % increase in the number of criminal intelligence reports generated 	✓	✓	✓	✓	Each District Officer
						D/Inspector

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour

National Actions	National Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Complete and implement the National Crime Reduction and Prevention Strategy	• Strategy Completed			✓		Assistant Commissioner Strategy	
	• National Implementation commenced					Assistant Commissioner National Support Services	
					✓	Each Regional Assistant Commissioner	Overall Crime reduced by 2%
Enhance the forensic and investigative capability of An Garda Síochána	• Evaluation of Scenes of Crime pilot in each Region completed	✓				Assistant Commissioner National Support Services	
	• Accredited training in Scenes of Crime in each Division Developed	✓	✓	✓	✓		
	• Regional Forensic Seminar conducted (one per Region)			✓			Overall Detection Rate increased by 2%
	• Forensic Service Advisory Forum completed		✓			Each Regional Assistant Commissioner	
	• Preparation for establishment of DNA Database completed			✓			
	• Establishment of Crime Scene Investigation team in each Garda Division Completed	✓	✓	✓	✓		
	• 5% increase in the number of detections as a result of forensic examination and identification						

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL TWO-CRIME							
To significantly reduce the incidence of crime and criminal behaviour							
National Actions	National Performance Indicator	Targeted TimeFrame				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals engaged in gun crime	• Tactical Training provided for all certified and authorised personnel	✓	✓	✓	✓	Assistant Commissioner Human Resource Management	Overall Crime reduced by 2%
	• Second tier Firearm Response Units established and deployed	✓	✓	✓	✓	Assistant Commissioner Crime and Security	
	• 5% increase in Operation Anvil Firearms prevention patrols	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	• 5% increase in intelligence-led operations against drug, gun and human trafficking networks.	✓	✓	✓	✓	Assistant Commissioner National Support Services	
Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within the State	• 5% increase in intelligence-led operations against street level drug dealers	✓	✓	✓	✓	Assistant Commissioner Crime and Security	Overall Detection Rate increased by 2%
	• Relevant sections of the National Drugs Strategy implemented	✓	✓	✓	✓	Each Regional Assistant Commissioner	
Enhance the Garda Síochána's Serious Crime Investigations capability	• The national deployment of 15 Senior Investigation Officers completed	✓				Deputy Commissioner Operations	
	• Suite of world-class Standard operating procedures for the investigation of serious crime developed and deployed			✓		Deputy Commissioner Strategy and Change Management	

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour

National Actions	National Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Maximise the Garda Síochána intelligence gathering and management capability to target, prevent and solve crime	<ul style="list-style-type: none"> 10% increase in the number of registered intelligence sources 10% increase in the number of intelligence reports Four Criminal Intelligence Officer forums per Region 20% increase in the number of trained Divisional Criminal Assets Profilers 	✓	✓	✓	✓	Assistant Commissioner National Support Services Assistant Commissioner Crime and Security Each Regional Assistant Commissioner	Overall Crime reduced by 2%
Develop national & regional crime analysis capability	<ul style="list-style-type: none"> Analysis Centre at Garda Headquarters established Analytical service supporting National Support Service and Headquarters established Analytical service supporting Regions established 	✓	✓	✓	✓	Assistant Commissioner Crime and Security Each Regional Assistant Commissioner Assistant Commissioner National Support Services	Overall Detection Rate increased by 2%
Proactively target high volume and high impact crime including domestic violence and sexual crime	<ul style="list-style-type: none"> 2% reduction in High Volume Crime Senior Investigation officers utilized in the investigation of all high impact crime Officer from Domestic Violence and Sexual Assault Investigation Unit (DVSAIU) appointed as liaison with COSC – the National Office for Prevention of Domestic, Sexual and gender based violence Quarterly meeting held between DVSAIU and COSC Management to enhance the services provided to victims of domestic violence and sexual crimes 	✓	✓	✓	✓	Assistant Commissioner National Support Services Each Regional Assistant Commissioner	

STRATEGIC GOAL TWO - CRIME

To significantly reduce the incidence of crime and criminal behaviour

National Actions	National Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Manage the risk posed by sex offenders	• Monitor sex offenders to ensure their compliance with the terms of the Sexual Offenders Act, 2001	✓	✓	✓	✓	Assistant Commissioner National Support Services	Overall Crime reduced by 2%
	• Utilise community Gardaí to monitor the movement of sex offenders	✓	✓	✓	✓		
	• Monitor in conjunction with external police forces, the arrival of high risk sex offenders into the State	✓	✓	✓	✓		
	• Liaise with Internet Service Providers to develop reduction strategies in relation to the availability of child pornography on the internet	✓	✓	✓	✓		
	• Conference with the Probation and Welfare Service and external police forces held.	✓	✓	✓	✓		
	• Seminars for Inspectors to familiarise them with legislative changes held	✓				Each Regional Assistant Commissioner	Overall Detection Rate increased by 2%

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL TWO - CRIME							
To significantly reduce incidence of crime and criminal behaviour							
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals engaged in gun crime	<ul style="list-style-type: none">5% increase in Operation Anvil Firearms prevention patrols	✓	✓	✓	✓	Each District Officer	
Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs and guns into the Division	<ul style="list-style-type: none">5% increase in intelligence-led operations against drug, gun and human trafficking networks	✓	✓	✓	✓	Each District Officer	Maintain the successes of 2007 and contribute to the National reduction of 2% in crime
	<ul style="list-style-type: none">5% increase in Intelligence-led operations against street level drug dealers	✓	✓	✓	✓	D/Inspector	
Maximise the Garda Síochána's intelligence gathering and management capability to target, prevent and solve crime.	<ul style="list-style-type: none">Identify and target top ten most active crime/drug suspects in each District10% increase in the number of intelligence reports5% increase in the number of briefings with Criminal Intelligence Officer10% increase in the number of registered intelligence sources	✓	✓	✓	✓	Each District Officer	
		✓	✓	✓	✓	D/Inspector	Maintain the successes of 2007 and contribute to the National increase of 2% in detection rate

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL TWO - CRIME						
To significantly reduce the incidence of crime and criminal behaviour						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Train all P/Gardai in the taking of Finger & Palm prints	• Number of P/Garda trained	✓	✓	✓	✓	Each District Officer
Hold crime prevention and awareness meetings with local community and business organisations	• Name of Organisation and number of meetings held	✓	✓	✓	✓	Each District Officer
Pilot the distribution of Crime Prevention Advice to Community based websites in Middleton District	• Name and number of Community based Groups Crime Prevention Advice disseminated to	✓	✓	✓	✓	District Officer Middleton
Increase the number of donor, statutory and Section 28 CIA Finger & Palm Prints	<ul style="list-style-type: none"> • 5% increase in number of donor prints taken • 5% increase in number of Sections 4 CIA, 30 OASA & 2 DTA Prints taken • 5% increase in number of Section 28 CIA Prints taken 	✓	✓	✓	✓	Each District Officer D/Inspector
Execution of Committal and Bench Warrants	• Pilot project in each District to examine and develop best practice in relation to the execution of Bench Warrants and Committal Warrants	✓	✓	✓	✓	Each District Officer
		Maintain the successes of 2007 and contribute to the National increase of 2% in detection rate				

STRATEGIC GOAL TWO - CRIME To significantly reduce the incidence of crime and criminal behaviour						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Proactively target high volume and high impact crime including domestic violence and sexual crime	<ul style="list-style-type: none"> Senior Investigation Officers utilised in the investigation of all high impact crime. 	✓	✓	✓	✓	Each District Officer
Provide training in the viewing and downloading of CCTV Footage from Commercial Premises and businesses	<ul style="list-style-type: none"> Number of member trained per District 	✓	✓	✓	✓	D/Inspector
Manage the risk posed by sex offenders	<ul style="list-style-type: none"> Monitor sex offenders to ensure their compliance with the terms of the Sexual Offenders Act, 2001 Utilise community Gardai to monitor the movement of sex offenders Monitor in conjunction with external police forces, the arrival of high risk sex offenders into the Division 	✓	✓	✓	✓	Each District Officer D/Inspector
						Maintain the successes of 2007 and contribute to the National reduction of 2% in crime
						Maintain the successes of 2007 and contribute to the National increase of 2% in detection rate

STRATEGIC GOAL THREE - TRAFFIC						
To significantly reduce the incidence of fatal and serious injuries and improve road safety						
National Actions	National Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Targeted enforcement of Road Traffic and Road Transport Legislation	<ul style="list-style-type: none"> 10% increase in detections for driving while intoxicated, speed and road transport offences achieved 	✓	✓	✓	✓	Assistant Commissioner Traffic
	<ul style="list-style-type: none"> 5% increase in Seat Belt Detection achieved 	✓	✓	✓	✓	Each Regional Assistant Commissioner
	<ul style="list-style-type: none"> 5% reduction in fatal and serious injury traffic collisions achieved 	✓	✓	✓	✓	
Targeted Intelligence Led Operation against Offending Young Drivers	<ul style="list-style-type: none"> 10% reduction in fatal and serious injury traffic collisions involving drivers in the 17-26 year age group 	✓	✓	✓	✓	Assistant Commissioner Traffic
Increase Organisational Capability in Traffic Policing						Each Regional Assistant Commissioner
	<ul style="list-style-type: none"> Garda Traffic Corps strength increased to 1200 	✓	✓	✓	✓	Assistant Commissioner Traffic
	<ul style="list-style-type: none"> Role specific training provided 	✓	✓	✓	✓	Each Regional Assistant Commissioner
	<ul style="list-style-type: none"> Transport allocated in line with planned model 	✓	✓	✓	✓	Commissioner

Safer Roads in Ireland

STRATEGIC GOAL THREE - TRAFFIC						
To significantly reduce the incidence of fatal and serious injuries and improve road safety						
National Actions	National Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Utilise automated technology to enhance traffic operations	<ul style="list-style-type: none"> 100% review of all existing Collision Prone Zones achieved and disseminated by Garda National Traffic Bureau 	✓				Assistant Commissioner Traffic
	<ul style="list-style-type: none"> Progress the outsourcing of the provisions and operation of Safety Camera 			✓		Each Regional Assistant Commissioner
	<ul style="list-style-type: none"> Business case developed for Automated Number Plate Recognition/speed monitoring systems installation in 100 Garda vehicles 	✓				
Promote road safety	<ul style="list-style-type: none"> Complete and implement Garda Road Safety Awareness Communications Programme 	✓	✓	✓	✓	Assistant Commissioner Traffic
	<ul style="list-style-type: none"> 10% increase in Road Safety Promotion information achieved in schools and colleges 	✓	✓	✓	✓	Each Regional Assistant Commissioner
	<ul style="list-style-type: none"> Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy 	✓	✓	✓	✓	Assistant Commissioner Traffic
	<ul style="list-style-type: none"> Number of road safety initiatives in association with the Road Safety Authority. 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Number of Traffic Management initiatives completed in association with other stakeholders 	✓	✓	✓	✓	

Safer Roads in Ireland

STRATEGIC GOAL THREE - TRAFFIC						
To significantly reduce the incidence of fatal and serious injuries and improve road safety						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> 10% increase in detections for Driving while intoxicated, Speed and Road Transport offences achieved 	✓	✓	✓	✓	Each District Officer
	<ul style="list-style-type: none"> 5% increase in Seat Belt Detection achieved 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> 5% reduction in fatal and serious injury traffic Collisions achieved 	✓	✓	✓	✓	
Targeted intelligence led operation against offending young drivers	<ul style="list-style-type: none"> 10% Reduction in Fatal and Serious Injury Traffic Collisions involving drivers in the 17-26 year age group 	✓	✓	✓	✓	Each District Officer
Increase organisational capability in traffic policing	<ul style="list-style-type: none"> Appoint dedicated Traffic Inspector in Division during 2008. Number of additional members allocated to the Divisional Traffic Corps per quarter Number of additional members trained in Division in Forensic Collision Investigation 		✓	✓	✓	Each District Officer

Safer Roads in
Ireland

STRATEGIC GOAL THREE - TRAFFIC To significantly reduce the incidence of fatal and serious injuries and improve road safety						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Promote Road Safety	<ul style="list-style-type: none"> Implement Garda Road Safety Awareness Communications Programme when completed 	✓	✓	✓	✓	Each District Officer
	<ul style="list-style-type: none"> 10% increase in Road Safety Promotion information achieved in schools and colleges 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Pilot Dissemination of Road Safety advice to Community based Websites in Middleton District 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> One weekly road safety broadcast on local radio station 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Arrange for two road shows during 2008 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Number of publications used to promote road safety 	✓	✓	✓	✓	Each District Officer
	<ul style="list-style-type: none"> Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Number of Traffic Management initiatives completed in association with other stakeholders 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Monitor collision trends and identify and update Collision Prone Locations (CPLs) 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Number of Collisions Prone Locations (CPLs) 	✓	✓	✓	✓	

Safer Roads in Ireland

STRATEGIC GOAL FOUR – PUBLIC ORDER						
To significantly reduce the incidence of public disorder and anti-social behaviour in our communities						
National Actions	National Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Proactively target groups and individuals involved in anti social behaviour	• 10% increase in the number of targeted Public Order Patrols achieved.	✓	✓	✓	✓	Each Regional Assistant Commissioner
	• 15% increase in the number of arrests for incidents of public disorder achieved.	✓	✓	✓	✓	
	• Number of Behaviour Warnings issued under the Criminal Justice Act, 2006.	✓	✓	✓	✓	
	• Number of Good Behaviour Contracts issued.	✓	✓	✓	✓	
	• 100% of all locally identified 'Hot Spots' targeted through specific operational plans.	✓	✓	✓	✓	
	• 5% reduction in incidents of Public Disorder	✓	✓	✓	✓	Each Regional Assistant Commissioner
	• Marketing campaign directed at the carrying of knives in contravention of the Firearms and Offensive Weapons Act, 1990 completed.	✓				
	• The number of people prosecuted under the Firearms and Offensive Weapons Act, 1990	✓	✓	✓	✓	
	actions and plans					
	Enforce the law in relation to alcohol and drug related Anti Social behaviour	✓	✓	✓	✓	
	• 5% Reduction in incidents of Assaults and Criminal Damage					Each Regional Assistant Commissioner

To increase the "feeling of public safety" by 10%

STRATEGIC GOAL FOUR – PUBLIC ORDER To significantly reduce the incidence of public disorder and antisocial behaviour in our communities						
National Actions	National Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Maximise the use of CCTV Technology	<ul style="list-style-type: none"> Number of CCTV Systems commenced 10% additional locations for Garda CCTV schemes identified 	✓	✓	✓	✓	Each Regional Assistant Commissioner
Conduct an analysis of the findings of Public Attitudes Survey 2007 with a view to developing initiatives to address Feeling of Safety issues	<ul style="list-style-type: none"> Strategy developed and implemented to address analysis findings 	✓				Each Regional Assistant Commissioner
						To increase the "feeling of public safety" by 10%

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL FOUR – PUBLIC ORDER						
To significantly reduce the incidence of public disorder and anti-social behaviour in our communities						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Proactively target groups and individuals involved in anti social behaviour	• 10% increase in the number of targeted Public Order Patrols achieved.	✓	✓	✓	✓	Each District Officer
	• 15% increase in the number of arrests for incidents of public disorder achieved.	✓	✓	✓	✓	
	• Number of Behaviour Warnings issued under the Criminal Justice Act, 2006.	✓	✓	✓	✓	
	• Number of Good Behaviour Contracts issued.	✓	✓	✓	✓	
In consultation with Community Statutory and Elected Representatives, identify and target local Public Order and Anti-Social Behaviour 'Hot-Spots' through weekly review and put in place responsive actions and plans	• 100% of all locally identified 'Hot Spots' targeted through specific operational plans.	✓	✓	✓	✓	Each District Officer
	• 5% reduction in incidents of Public Disorder.	✓	✓	✓	✓	
	• The number of people prosecuted under the Firearms and Offensive Weapons Act, 1990	✓	✓	✓	✓	
	• 5% Reduction in incidents of Assaults and Criminal Damage	✓	✓	✓	✓	
Enforce the law in relation to alcohol and drug related Anti Social behaviour						Each District Officer

To increase the "feeling of public safety" by 10%

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY							
To provide equal protection and appropriate service while nurturing mutual respect and trust							
National Actions	National Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Develop a Garda Diversity Strategy	<ul style="list-style-type: none">Garda Diversity Strategy developed and implemented	✓				Assistant Commissioner Human Resource Management	
Ensure the Garda Síochána is representative of the Community we serve	<ul style="list-style-type: none">Two Marketing Campaigns Focusing on Recruitment from Ethnic and Minority Groups – Completed.	✓		✓		Each Regional Assistant Commissioner Assistant Commissioner Human Resource Management	
	<ul style="list-style-type: none">5% of new entrants to An Garda Síochána from ethnic minority communities achieved (full-time/reserves/civilian support staff)	✓	✓	✓	✓	Each Regional Assistant Commissioner	
	<ul style="list-style-type: none">Evaluation completed and recommendations implemented	✓				Assistant Commissioner Strategy	Public Confidence increased by 2%
	Develop effective policing approaches for minority and marginalised groups and communities	<ul style="list-style-type: none">Best practice guidelines for delivery of a policing service to a specific minority group developed and deployed	✓				
Enhancement of the Garda Síochána Ethnic and Cultural Services	<ul style="list-style-type: none">100% of Community Gardai trained as Ethnic Liaison Officers	✓	✓	✓	✓	Each Regional Assistant Commissioner Assistant Commissioner Human Resource Management	
						Assistant Commissioner Strategy	
						Each Regional Assistant Commissioner	

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY						
To provide equal protection and appropriate service while maintaining mutual respect and trust						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Develop a Garda Diversity Strategy	<ul style="list-style-type: none"> Implemented Garda Diversity Strategy when developed. 	✓				Each District Officer
Develop effective policing approaches for minority and marginalised groups and communities	<ul style="list-style-type: none"> Implement best practice guidelines for delivery of a policing service to a specific minority group when developed 	✓				Each District Officer
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 referrals to victim support organisations relating to racist incident 	✓	✓	✓	✓	Each District Officer
Communicate effectively with ethnic And culturally diverse communities	<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. 	✓	✓	✓	✓	Each District Officer
						Public Confidence increased by 2%

Cork North Divisional Policing Plan 2008

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY					
To provide equal protection and appropriate service while nurturing mutual respect and trust.					
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe			
		Q1	Q2	Q3	Q4
Enhancement of the Garda Síochána Ethnic and Cultural Services	<ul style="list-style-type: none"> 100% of Community Gardaí trained as Ethnic Liaison Officers. Assign responsibility for ethnic and cultural diversity to member of Sergeant rank in each District 	✓	✓	✓	✓
Ensure the Garda Síochána is representative of the Community we serve	<ul style="list-style-type: none"> Number of applicants to An Garda Síochána from ethnic minority communities within the Division. 	✓	✓	✓	✓
				Each District Officer	Public Confidence increased by 2%
				Each District Officer	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT						
To build a Garda service that reflects the needs and priorities of the people of Ireland						
National Actions	National Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Develop and implement the Garda Síochána National Model of Community Policing	<ul style="list-style-type: none"> • Development of the National Model of Rural Policing and Urban Community Policing Completed. • Implementation of the National Model of Rural and Urban Community Policing completed 	✓		✓	✓	Assistant Commissioner Strategy
Implement policy on Neighbourhood Watch / Community Alert schemes	<ul style="list-style-type: none"> • A Neighbourhood Watch/ Community Alert Committee established in every Garda Division • A Neighbourhood Watch/ Community Alert Committee established in every District • 100% of existing Neighbourhood Watch and Community Alert Schemes reviewed. • All issues identified in the review to be addressed in Div/Dist Policing Plans 	✓	✓	✓	✓	Assistant Commissioner Strategy
Implement the Garda Youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	<ul style="list-style-type: none"> • Seven Additional Juvenile Liaison Officers Appointed • Identify suitable locations for the further development of Garda Youth Diversion Projects in consultation with the Irish Youth Justice Service. 	✓	✓	✓	✓	Assistant Commissioner Strategy
A Garda service that reflects the needs and priorities of the people of Ireland						

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

National Actions	National Performance Indicator	Targeted Timeframe				Process Owner	Outcome
		Q1	Q2	Q3	Q4		
Build and utilise Garda capability in the provision of victim related services	• 100% of crime victims notified in writing of the contact details of investigating Garda and where appropriate, the availability of victim support services	✓	✓	✓	✓	Each Regional Assistant Commissioner	A Garda service that reflects the needs and priorities of the people of Ireland
	• Two trained Family Liaison Officers (FLO) appointed in every Garda District	✓	✓	✓	✓		
	• 100% utilisation of the services of FLOs in investigations involving a fatality and in all other investigations as deemed appropriate by the District Officer	✓	✓	✓	✓		
Engage fully in Joint Policing Committees and local policing fora	• Chief Superintendents or Superintendents appointed to all JPC as appropriate	✓	✓	✓	✓		
	• Recommendations from JPCs to inform all Divisional and District Policing Plans as appropriate.	✓	✓	✓	✓		
Implement the Garda High Visibility Project	• 10% increase achieved in visibility as measured by the Public Attitude Survey 2008.	✓	✓	✓	✓		
	• Four high visibility foot patrols completed per month by senior Garda management	✓	✓	✓	✓		
	• Increase by 10% the number of marked vehicles in the Garda fleet	✓	✓	✓	✓		
	• Increase by 10% the number of High Visibility patrols in RAPID areas	✓	✓	✓	✓		

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STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT <small>To build a Garda service that reflects the needs and priorities of the people of Ireland</small>						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Implement the Garda Síochána National Model of Community Policing	<ul style="list-style-type: none"> Implement the National Model of Rural and Urban Community Policing when completed 	✓				Each District Officer
Implement policy on Neighbourhood Watch / Community Alert schemes	<ul style="list-style-type: none"> A Neighbourhood Watch/ Community Alert Committee established in every Garda Division A Neighbourhood Watch/ Community Alert Committee established in every District 100% of existing Neighbourhood Watch and Community Alert Schemes reviewed. All issues identified in the review to be addressed in Divisional and District Policing Plans Additional Juvenile Liaison Officers Appointed 	✓	✓	✓	✓	Each District Officer
Implement the Garda Youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	<ul style="list-style-type: none"> Identify suitable locations within Division for the further development of Garda Youth Diversion Projects in consultation with the Irish Youth Justice Service. 	✓	✓	✓	✓	Each District Officer
Pilot the Distribution of Crime Prevention Advice to Community based websites in Middleton District.	<ul style="list-style-type: none"> Name and number of Community based Groups Crime Prevention Advice disseminated to 	✓	✓	✓	✓	

A Garda service that reflects the needs and priorities of the people of Ireland

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STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT						
To build a Garda service that reflects the needs and priorities of the people of Ireland						
Divisional Actions	Divisional Performance Indicator	Targeted Timeframe				Process Owner
		Q1	Q2	Q3	Q4	
Build and utilise Garda capability in the provision of victim related services	<ul style="list-style-type: none"> 100% of crime victims notified in writing of the contact details of investigating Garda and where appropriate, the availability of victim support services 	✓	✓	✓	✓	Each Regional Assistant Commissioner
	<ul style="list-style-type: none"> Two trained Family Liaison Officers (FLO) appointed in every Garda District 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> 100% utilisation of the services of FLOs in investigations involving a fatality and in all other investigations as deemed appropriate by the District Officer 	✓	✓	✓	✓	
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> Chief Superintendents or Superintendents appointed to all JPC as appropriate 	✓	✓	✓	✓	A Garda service that reflects the needs and priorities of the people of Ireland
	<ul style="list-style-type: none"> Recommendations from JPCs to inform all Divisional and District Policing Plans 	✓	✓	✓	✓	
Implement the Garda High Visibility Project	<ul style="list-style-type: none"> 10% increase achieved in visibility as measured by the Public Attitude Survey 2008. 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Four high visibility foot patrols completed per month by senior Garda management 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Increase by 10% the number of marked vehicles in the Garda fleet 	✓	✓	✓	✓	
	<ul style="list-style-type: none"> Increase by 10% the number of High Visibility patrols in RAPID areas 	✓	✓	✓	✓	

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