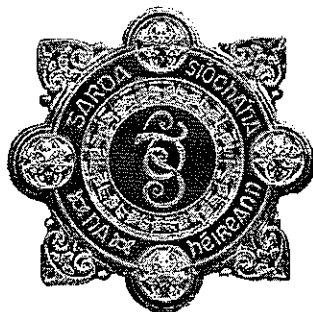


An Garda Síochána



Wexford/Wicklow Garda Division Divisional Policing Plan 2008

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An Garda Síochána Strategic Goals 2008

1 - CRIME NATIONAL AND INTERNATIONAL SECURITY

To maintain National and International Security.

2 - CRIME

To significantly reduce the incidence of crime and criminal behaviour.

3 - TRAFFIC AND ROAD SAFETY

To significantly reduce the incidence of fatal and serious 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.

Foreword from Chief Superintendent M. R. Murphy
Divisional Officer Wexford/Wicklow Garda Division

In this document I have formulated a Policing Plan with specific reference to Wexford/Wicklow Division. This Plan is designed to meet the individual needs of the five Garda Districts of Wexford, Gorey, Enniscorthy, New Ross and Wicklow.

This Policing Plan will be used as a working handbook for District Officers to assist them in setting out their management priorities for 2008

The aim of the Plan is to:

- Continue the process of implementing the goals of our Corporate Strategy 2007-2009, which commits to "A Safer Ireland through Policing Excellence".
- Achieve the twin imperatives of public confidence and public safety throughout the Division by confronting and challenging public violence, criminal behaviour, subversive activity and dangerous road user behaviour.
- Inform the public on the standard of service they are entitled to.
- Take account of the priorities identified through a consultation process and the public attitude survey 2006 and identify what needs to be done to match customer priorities.
- Set measurable targets that can be monitored. These are drawn from the priorities determined by the Minister for Justice, Equality & Law Reform under Section 20 of the Garda Siochana Act, 2005, and the Garda Corporate Strategy 2007-2009.
- Set out to provide excellence in performance to our stakeholders in the delivery of our policing service.

The National Policing Plan for An Garda Siochana takes it's mandate and democratic legitimacy from community priorities identified in the Public Attitude Surveys. (available on www.garda.ie) I have abstracted key points and performance indicators from the National Policing Plan to focus on the particular needs of Wexford/Wicklow Division and to achieve the objectives of the six strategic goals set out in the Garda Corporate Strategy 2007- 2009. District Policing Plans will be prepared to focus on the achievement of this Policy.

Our 2008 Wexford/Wicklow Policing Plan commits to a partnership approach to engagement with stakeholders, such as Joint Policing Committees, County Development Boards, Local Authorities, RAPID Programmes and Community Groups within the Division. The Gardai within Wexford/Wicklow Division will continue to strive to provide the highest attainable level of service quality to the communities that we serve.

I welcome feedback on any aspect of the plan to the contact persons shown.

(M. R. MURPHY)
CHIEF SUPERINTENDENT
February 2008

STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

To maintain national and international security

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator	Process Owner	Outcome
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 	<ul style="list-style-type: none"> All threats received to be assessed at District Level. Subject to receive advice from Divisional C.P.O. 	<p>National crime and threat assessment procedure to be implemented by end of 2008.</p>	Each Superintendent C.P.O. Wexford	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 	Individuals with subversive links to be identified and profiled in each District		Each Superintendent	
Enhance the Garda capability to anticipate and respond proactively to national and international threats	<ul style="list-style-type: none"> Support as required the National Critical Infrastructure Security Plan when developed 100% achievement of a needs analysis of the Garda counterterrorist training requirements. 100% participation in identified and approved international security training programmes 100% of major emergency plans reviewed and updated Completion of a security / risk assessment of all sea ports and ferry terminals in the Region in accordance with International Standards 	List and review all current plans in relation to vital installations in the Division	District Major Emergency Plans to be reviewed and updated. One Live exercise to be held in the Division in 2008	Regional Detective Superintendent	

STRATEGIC GOAL TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicators.	Process Owner	Outcome
Complete and implement the National Crime Reduction and Prevention Strategy Enhance the forensic and investigative capability of the Garda Stochana	Strategy completed	Implement National Crime Prevention Strategy across the Division January 2008	Strategy fully implemented by end of 2008	Each Superintendent	Overall crime reduced by 2%
	Implementation commenced	Utilise fully the capabilities of the trained Divisional Scenes of Crime Unit.	Maintain strength of Unit at 4 Gardai	Each Superintendent	
	Evaluation and review of Scenes of Crime Units in the Division		All crime scenes of Burglaries and Theft from MPV's to be technically examined		
	Implementation of the review findings				
	Evaluation of implementation outcome				
	Accredited training in Scenes of Crime in the Division developed	Members on operational Units to receive training in the taking of finger and palm prints	20% increase in training to Gardai to take fingerprints. All arrested persons to be fingerprinted and photographed where the legal authority exists. 4 trained S.O.C's to attend Seminar	Each Superintendent Regional Detective Superintendent	Overall detection rate increased by 2%
	One Regional Forensic Seminar conducted in the Region and attended by all SOC's				
	Disseminate information from the Forensic Service Advisory Forum to relevant stakeholders in the Division	To be disseminated to relevant stakeholders throughout the Division			
	5% increase in the number of detections as a result of forensic examination and identification	Utilise the investigative abilities of the Divisional Scenes of Crime personnel to the maximum.	5% increase in the number of detections achieved as a result of forensic examination of crime scenes	Each Superintendent	

Proactively target groups and individuals engaged in gun crime	<ul style="list-style-type: none"> 100% attendance on Tactical Training courses provided for all certified and authorised firearms personnel in each division On Scene Commander awareness seminar for Superintendents Surveillance Unit established within the Region Second-Tier Firearm Response Units deployed when established 	Ensure all firearms card holders receive appropriate training	All Firearms Card holders to attend refresher training and FAIS exercises.	Each Superintendent
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	<ul style="list-style-type: none"> 5% increase in intelligence-led operations against drug, gun and human trafficking networks 5% increase in intelligence-led operations against street-level drug dealers in accordance with Regional policy to include: <ul style="list-style-type: none"> - Profiling Drug dealers - Targeting of licensed premises - Enforcement of relevant legislation. 	Weekly review of 'Baseline' operations by District management and at monthly Divisional Crime conference.	Targeted operations at District level against individuals/premises involved in sale/supply of controlled drugs	Each Superintendent
Maximise the Garda Stochana's intelligence gathering and management capability to target, prevent and solve crime.	<ul style="list-style-type: none"> Implementation of the relevant sections of the National Drugs Strategy 10% increase in the number of registered intelligence sources 10% increase in the number of intelligence reports submitted 	Identify, profile and target top individuals/groups/premises in each District engaged in sale/supply of controlled drugs.	Monthly action plans developed and implemented. 5% increase in Section 3 detections. 5% increase in Section 15 detections 5% increase in drug related searches of premises	Each Superintendent
		Implement strategy as it applies to Wexford Division	10% increase in the number of sources sent to CHIS for assessment	Inspector Cody
		All Divisional Units to receive intelligence awareness briefings on a quarterly basis.	One briefing each quarter with Divisional Detective, Crime Drug, CIO, SOC and CHIS personnel	Regional Detective Superintendent
		Number of Intelligence reports submitted to CIO's	10% increase in intelligence reports submitted to CIO's	Each Superintendent
Overall detection rate increased by 2%				

Develop national and regional crime analysis Capability Proactively target high-volume and high-impact crime including domestic violence and sexual crime	<ul style="list-style-type: none"> Four Criminal Intelligence Officer forums convened 20% increase in the number of trained Divisional Criminal Assets Profilers Avail of support of Analytical Service when established in the Region 2% reduction in high-volume crime Crime Trends and Patterns identified by the Crime Prevention Officers and corrective action developed 	<p>The two C.I.O's to engage with their counterparts in neighbouring Divisions to share intelligence</p> <p>Nominate persons for training</p> <p>Analysis (when established) to support Divisional Crime Prevention strategies.</p> <p>Each District to develop and implement specific action plans to prevent, reduce and detect crime in the following categories : Burglary, Theft (Other), Theft from MPV & Shops, Criminal Damage.</p> <p>Crime patterns presented at monthly crime conference by CIO's and CPO.</p>	<p>Meetings to be held on a quarterly basis</p> <p>Two extra Criminal Assets profilers to receive training in 2008</p>	<p>Regional Detective Superintendent</p> <p>Superintendent Wexford & Gorey</p> <p>Each Superintendent</p> <p>Each Superintendent</p>	Overall detection rate increased by 2%
	<ul style="list-style-type: none"> Monthly inter-regional strategy meeting between the South Eastern Region, DMR Region, Eastern Region, Southern Region and National Units convened Monthly inter-regional meeting between Regional Detective Superintendents in South Eastern Region, Southern Region, Eastern Region and Regional Traffic Superintendent, South Eastern Region convened Strategically located joint checkpoints, with armed support, undertaken and used as a prevention action Divisional monthly crime conference involving, Regional Detective Superintendent, Detective Crime Inspectors, Detective Sergeants, Crime Sergeants, Traffic Corps Sergeants, Criminal Intelligence Officers and Crime Prevention Officers convened 	<p>Divisional Officer</p> <p>Regional Detective Superintendent</p>	<p>District Action plans drawn up to achieve: 5% reduction in Burglaries, 5% reduction in Theft (Shops), 10% reduction in Theft (MPV) 10% reduction in Criminal Damage.</p>	<p>Chief Superintendent</p> <p>Regional Detective Superintendent</p> <p>Each Superintendent</p> <p>Each Superintendent and Crime Staff in Each District</p>	
			<p>Divisional Plan to be reviewed on a monthly basis.</p>		

	<ul style="list-style-type: none"> The number of repeat offenders profiled in each Division Number of warrants executed <ul style="list-style-type: none"> - Committal - Bench - Penal Number of applications moved under Section 101 of the Criminal Justice Act, 2006 Number of application moved under Section 7 of the Criminal Justice Act, 2007 	<p>Lists compiled at District level</p> <p>District Officers to put in place procedures to reduce significantly the number of Warrants on hand and to update PULSE accordingly.</p>	<p>District Lists presented at monthly crime conference.</p> <p>Districts to submit returns to Divisional office on a fortnightly basis in advance of Regional Meetings</p> <p>Return submitted to Divisional Office at end of each month</p>	<p>Each Superintendent C.I.O. at Wexford / Wicklow</p> <p>Each Superintendent</p> <p>Each Superintendent</p> <p>Each Superintendent</p>	<p>Overall detection rate increased by 2%</p>
	<ul style="list-style-type: none"> Senior investigation officers utilised in the investigation of all high-impact crime on allocation Senior Investigating Officers appointed in Wexford Division. 	<p>Deploy Senior Investigating Officers in appropriate cases when selected and trained.</p>	<p>Select and appoint appropriate applicant to position</p>	<p>Chief Superintendent</p>	
	<ul style="list-style-type: none"> Additional Detective Sergeant appointed in Gorey District Feedback provided through the nominated Divisional Liaison Inspectors to the Domestic Violence and Sexual Assault Investigation Unit to enhance the services provided to victims of domestic violence and sexual crimes 	<p>Deploy Detective Sergeant in Gory District.</p> <p>Inspector Clince, Wicklow, appointed as Liaison Inspector.</p>	<p>Select and appoint appropriate Sergeant for this position</p>	<p>Superintendent Gorey</p> <p>Inspector Clince Wicklow</p>	
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 	<p>One Sergeant nominated in each District to ensure compliance.</p>		<p>Each Superintendent</p> <p>Inspector Clince</p>	
	<ul style="list-style-type: none"> Utilise community Gardaí to monitor the movement of sex offenders 	<p>Community Gardaí in Wexford District to be utilised</p>		<p>Superintendent Wexford</p>	
	<ul style="list-style-type: none"> The arrival of high-risk sex offenders into the Division monitored in conjunction with external police forces 100% participation by nominated Inspectors in Seminars to familiarise them with legislative changes 	<p>Inspector Clince appointed as Liaison Inspector with outside agencies.</p> <p>Each Inspector</p>		<p>Inspector Clince Wicklow</p> <p>Each Inspector</p>	<p>Overall detection rate increased by 2%</p>

STRATEGIC GOAL THREE – TRAFFIC

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

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicators	Process Owner	Outcome
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> 5% reduction in fatal and serious injury collisions achieved 10% increase in detections for driving while intoxicated, speeding and road transport offences achieved Number of Grade 1 HGV Checkpoints performed in each Division Increase by 10% the number of MAT checkpoints performed 5% increase in adult front seat belt detections achieved 5% increase in adult rear seat belt detections achieved Increase detections in mobile phone use while driving 	<p>Targeted enforcement by all members at identified 'Hotspots' and collision prone locations</p> <p>Targeted enforcement with priority given to breaches of speeding, road transport and driving while intoxicated legislation</p> <p>Target breaches of Section 49 RTA in each District</p> <p>Target breaches of seat belt legislation by persons in front seats of MPV's</p> <p>Target breaches of seat belt legislation by rear seat passengers</p> <p>Target the use of mobile phones by drivers</p>	<p>5% reduction in number of fatal and serious injury traffic collisions</p> <p>10% increase in detections for speeding, Section 49 and road transport.</p>	<p>Each Superintendent Inspector McPolin</p> <p>Each Superintendent Inspector McPolin</p>	<p>Safer roads in Wexford Division</p>
Targeted intelligence-led operations against offending young drivers	<ul style="list-style-type: none"> 10% reduction in fatal and serious injury collisions involving drivers in the 17-26 year age group Identification and engagement with young drivers in each Division The number of operations to specifically target offending behaviour of young drivers 	<p>Targeted enforcement at 'Hotspots' and collision prone locations</p> <p>Develop local knowledge and intelligence to identify and engage young drivers</p> <p>Target locations in Districts where young drivers meet.</p>	<p>10% reduction in fatal and serious injury collisions</p> <p>One operation per month in each District to target offending behaviour by young drivers</p> <p>One per District per month</p>	<p>Each Superintendent</p> <p>Inspector McPolin Sgts i/c Traffic</p> <p>Each Superintendent</p>	

Traffic Management	<ul style="list-style-type: none"> The establishment of a co-ordinated approach to traffic management for major events, road works and emergencies in consultation with the Regional Traffic Superintendent 	Divisional Traffic Inspector & Sergeants, to co-ordinate approach to traffic management	Traffic Management plans to be submitted to District Officers in advance of major events and road works.	Each Superintendent	Safer roads in Wexford Division
Organisational Capability	<ul style="list-style-type: none"> The establishment of a traffic management plan for the urban centres in each Division to deal with high volume traffic at peak times in consultation with the Regional Traffic Superintendent Traffic Corps permanent strength increased to 23 Sergeants and 137 Gardai Role-specific training provided to all appointed personnel Vehicles allocated to Traffic Corps in line with planned transport model Forensic Collision Equipment available in each Division 	Deploy additional manpower and transport to Divisional Traffic Corps in line with Naíir Policy	Divisional Traffic Corps increased to target strength by end of 2008	Each Superintendent	
Utilise automated technology to enhance traffic operations Promote road safety	<ul style="list-style-type: none"> 100% review of existing Collision Prone Zones achieved and disseminated by the Garda National Traffic Bureau 10% increase in Road Safety Promotion information achieved in schools and colleges Engagement with local media 	District Road Safety Committees to review each Collision Prone location Divisional Personnel to be Trained to deliver Road Safety and Traffic awareness programme to primary and 2 nd level schools in Division Traffic Corps personnel to engage local print and radio media to deliver the Road Safety message	Each location reviewed, plans developed as necessary and actioned. Three visits per District per quarter to Primary Schools. One visit per District per quarter to Secondary schools One Road Safety broadcast per month	Superintendent Regional Traffic Corps Each Superintendent Inspector McPolin Each Superintendent	
Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy	<ul style="list-style-type: none"> Number of Road Safety initiatives completed in association with the Road Safety Authority Number of traffic management initiatives completed in association with other stakeholders Promote Traffic Watch scheme and record the number of calls to Traffic Watch and the number of resulting investigations completed 	Engage with local Councils and Road Safety Officers	Bi-monthly meetings attended by representative from each District	Each Superintendent Inspector McPolin	
				Each Superintendent Inspector McPolin	

Develop oversee, support and implement Regional Initiatives	<ul style="list-style-type: none"> • Bi-monthly meetings of the District Traffic Safety Team achieved • Number of joint examinations of collision locations between the Gardai, Local Authorities and NRA • Pedestrian, cyclist and motorcyclist safety strategies developed • Schemes to heighten awareness relating to the wearing of seat belts for primary and secondary school passengers introduced • Programme to increase Traffic Corps member's knowledge of Road Transport, HGV and PSV Legislation developed • Implementation of the Road Policing Operations Plan achieved • Appropriate road safety advice to employees of Road Transport Companies provided • Fatal collision and serious injury database developed • Level of enforcement by traffic corps and district personnel in FCPS, drink driving, dangerous driving and insurance offences monitored • Fatal collisions in the Region benchmarked with the number of inhabitants and compared to National and European best practice • A professional and safe model for conducting checkpoints developed • All Traffic Corps members trained in the use of the stinger stopping device • 80% of Traffic Corps Vehicles provided with Stinger Stopping Devices • Training needs analysis for Traffic Corps members completed 	<p>District Officers to chair bi-monthly meetings</p> <p>Members of Forensic Collision Investigation team to liaise with local authorities and NRA</p> <p>Awareness programme to be delivered by personnel trained in schools</p> <p>programme to both primary and 2nd level schools in the Division</p> <p>Deliver training programme to Divisional Traffic Corps personnel</p>	<p>Each Superintendent</p> <p>Sgt i/c Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p> <p>Superintendent Regional Traffic Corps</p>	<p>Safer roads in Wexford Division</p> <p>Safer roads in Wexford Division</p>
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- One conference for all Divisional Traffic Corps personnel held
- Explore the process for obtaining ISO 9001 standard for the Regional Traffic Corps

Divisional Traffic Inspector to liaise with Regional Traffic Superintendent

To be held by end of 2008

Superintendent
Regional Traffic
Corps
Superintendent
Regional Traffic
Corps

STRATEGIC GOAL FOUR – PUBLIC ORDER

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

Action	Performance Indicator	Divisional Actions	Divisional Performance Indicator	Process Owner	Outcome
Proactively target groups and individuals involved in anti-social behaviour	<ul style="list-style-type: none"> 10% increase in the number of targeted Public Order Patrols achieved 	Increase in number of high visibility Public Order Patrols	10% increase in high visibility Public Order Patrols. Number of Patrols to be submitted to Div. Office Monthly	Each Superintendent	To increase the 'feeling of public safety' by 10%
	<ul style="list-style-type: none"> 15% increase in the number of arrests for incidents of public disorder achieved 	Increase in number of arrests for breaches of the Public Order Act	15% increase in the number of arrests for public disorder	Each Superintendent	
	<ul style="list-style-type: none"> 5% increase in the number of Behaviour Warnings issued under the Criminal Justice Act 2006 	Issue Behaviour Warnings in appropriate cases.	10% increase in the number of ASBO's applied for.	Each Superintendent	
	<ul style="list-style-type: none"> Number of ASBO's issued under the Criminal Justice Act 2006 	Issue ASBO in appropriate case(s)	20% increase in number of Behaviour Warnings issued	Each Superintendent	
	<ul style="list-style-type: none"> Number of Exclusion Orders obtained. 	Seek Exclusion Orders if merited		Each Superintendent	
	<ul style="list-style-type: none"> Number of Good Behaviour Contracts issued 	Seek Behaviour Contracts if merited	Consideration given to seeking Good Behaviour Contracts where appropriate.	Each Superintendent	To increase the 'feeling of public safety' by 10%
In consultation with community and statutory groups 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	<ul style="list-style-type: none"> 100% of locally identified 'hot-spots' targeted through specific operational plans 		Public order 'Hotspots' reviewed monthly	Each Superintendent	
	<ul style="list-style-type: none"> All 'hot-spots' locations reviewed on a monthly basis 	Monthly discussion and review of Public Order 'Hotspots' and District plans to deal with disorder.	5% deduction in Public Order incidents		
	<ul style="list-style-type: none"> 5% reduction in incidents of public disorder 				
	<ul style="list-style-type: none"> Marketing campaign directed at the carrying of knives in contravention of the Firearms and Offensive Weapons Act 1990 completed 				
	<ul style="list-style-type: none"> The number of people prosecuted under the Firearms and Offensive Weapons Act 1990 	Increase in the number of persons prosecutions under the Firearms & Offensive Weapons Act.	5% increase in prosecutions under the Firearms and Offensive Weapons Act.		

Enforce the law dealing with alcohol and drug-related anti-social behaviour	<ul style="list-style-type: none"> 5% reduction in incidents of Assaults and Criminal Damage 5 % increase in the number of inspections of Licensed Premises 5% increase in Offences relating to Liquor Licensing 5% increase in all drugs detections 	District Plans to be drawn up and implemented to reduce the incidents of anti-social behaviour. Increase in the number of inspections of all licences premises	5% reduction in number of Assaults 5% increase in number of inspections of licensed premises 5% increase in detections relating to liquor licencing.	Each Superintendent Each Superintendent Each Superintendent	To increase the 'feeling of public safety' by 10%
Maximise the use of CCTV technology	<ul style="list-style-type: none"> Number of CCTV Systems commissioned 10% additional locations for Garda CCTV schemes identified Each Division to nominate one Garda / Community- based CCTV scheme per District 	Applications already submitted to be progressed in 2008	Districts to nominate one Garda / Community Bases CCTV Scheme where appropriate	Each Superintendent	
Conduct an analysis of the findings of the Public Attitudes Survey 2007 with a view to developing initiatives to address 'feeling of safety' issues	<ul style="list-style-type: none"> Each Division to develop and implement a strategy to address the findings of the Public Attitudes Survey 	Conduct analysis of the public attitude survey to establish findings relevant to Wexford Division	Strategy developed and implemented to address analysis findings.	Each Superintendent	

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Action	Performance Indicator	Divisional Action	Divisional performance Indicator	Process Owner	Outcome
Develop a Garda Diversity Strategy	<ul style="list-style-type: none"> The Garda Diversity Strategy as it pertains to each Division in the Region implemented 	Implement Garda Diversity Strategy as it pertains to Wexford Division	Action the relevant elements of the National Strategy within the Division	Each Superintendent	
Ensure that the Garda Síochána is an organisation representative of the community it serves	<ul style="list-style-type: none"> Two marketing campaigns focusing on recruitment from ethnic minority groups completed Campaign to increase new entrants to the Garda Síochána from ethnic minority communities achieved (full-time/reserves/civilian support staff) promoted within the region 	During recruitment drives an information day to be held within each District to inform applicants from Minority Groups	Information day to be held within each District	Each Superintendent	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 Initiatives developed to facilitate engagement with young people from minority and marginalised community groups One open meeting per District per Quarter in each Division held and action issues raised at those meetings 	Fully investigate all purported racist incidents	100% of racist incidents fully investigated	Each Superintendent	
Enhance the Garda Síochána ethnic and cultural services	<ul style="list-style-type: none"> In addition to Community Garda Training, two additional Gardai in each District in the Region trained as Ethnic Liaison Officers 	Deploy two Ethnic Liaison Gardai in each District	Two Gardai trained in each District as Ethnic Liaison Officers by end of 2008.	Each Superintendent	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT
To build a Garda service that reflects the needs and priorities of the people of Ireland

Action	Performance Indicator	Divisional Action	Divisional performance Indicator	Process Owner	Outcome
Develop and implement the Garda Síochána National Model of Rural and Urban community Policing	<ul style="list-style-type: none"> The National Model of Rural and Urban Community Policing as it pertains to this Region implemented The number of Gardai allocated to Community Policing in the Region in accordance with the National Model of Rural and Urban Community Policing increased 	<p>Develop the Garda National Model of Community Policing as it pertains to Wexford Division.</p> <p>Review the number of members allocated to Community Policing.</p>	<p>Action the relevant elements of the National Model of Community Policing in each District</p> <p>Superintendent, New Ross to examine and submit plan to establish a Rural Community Policing Model in his District</p>	<p>Each Superintendent</p> <p>Each Superintendent</p>	
Implement policy relating to Neighbourhood Watch / Community Alert schemes	<ul style="list-style-type: none"> A Neighbourhood Watch / Community Alert committee established in every Garda Division in the Region A Neighbourhood Watch / Community Alert Committee in every Garda District in the Region 100% of existing Neighbourhood Watch / Community Alert schemes in the Region reviewed All issues identified in the reviews to be addressed in Divisional and District policing plans Additional Juvenile Liaison Officers within the Region when appointed Suitable locations within the Region for the further development of Garda Youth Diversion Projects in consultation with Community Relations Office and the Irish Youth Justice Service identified 	<p>Establish a Divisional Neighbourhood Watch Committee</p> <p>Establish a Neighbourhood Watch Committee in each District</p> <p>Review the status of each Neighbourhood Watch scheme in the Division</p> <p>Advertise vacancies when authorised</p>	<p>Divisional Committee to be established by end of Q.2</p> <p>District Committees to be set up by end Q.2</p> <p>Each District to complete reviews by end Q.2</p>	<p>Each Superintendent</p> <p>Each Superintendent</p> <p>Each Superintendent</p> <p>Chief Superintendent Each Superintendent</p> <p>Each Superintendent</p>	<p>A Garda service that reflects the needs and priorities of the people of Ireland</p>
Implement the Garda youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy			Superintendent Gorey to examine the feasibility to establishing a project in Gorey District	Each Superintendent	

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 Gardai and, where appropriate, the availability of victim support services Two trained Family Liaison Officers (FLO) appointed in every Garda District 100% utilisation of the services of FLOs in the investigation involving a fatality and in all other investigations as deemed appropriate by the District Officer 	Put in place procedures in each District to notify all victims of crime of contact details of investigating Garda in case	100% of crime victims to be notified in writing of contact details of Garda i/c of case.	Each Superintendent	
	<ul style="list-style-type: none"> Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) in the Region as appropriate Recommendations from JPCs to inform all Divisional and District plans as appropriate 	Appointed Officers to attend every meeting of JPC's in Division	100% attendance at JPC meetings	Each Superintendent	
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> Chief Superintendents or Superintendents appointed to all Joint Policing Committees (JPCs) in the Region as appropriate Recommendations from JPCs to inform all Divisional and District plans as appropriate 	All recommendations emanating from JPC's to be actioned at District level	All recommendations to be assessed and acted upon as appropriate	Each Superintendent	
Implement the Garda High-Visibility Project	<ul style="list-style-type: none"> 10% increase achieved in visibility as measured by the Public Attitudes Survey 2008 Four high-visibility foot patrols completed per month by senior Garda management 10% increase in the number of marked vehicles in the Garda fleet 10% increase in the number of high-visibility patrols in RAPID areas 	Increase high visibility foot beat patrols Increase Mountain Bike patrols Deploy extra marked vehicles on high visibility patrols Increase uniform foot patrols	10% increase in patrols Increase in supervisory patrols by management 10% increase in foot patrols in RAPID areas	Each Superintendent Chief Superintendent Each Superintendent Each Inspector	

<i>Strategic Imperative</i>	<i>Change Improvement Project</i>	<i>Ownership</i>	
To develop the Garda Síochána into a world-class organisation	Develop a Risk Management Register and Matrix Identify and document the organisational requirements for 'The PULSE Portal'	Assistant Commissioner South Eastern Region	

BOUNDARY CHANGES

The Commissioner proposes making changes to Regional, Divisional, District and Sub District boundaries to realign Garda geographical areas with local authority boundaries. This will generate greater efficiencies and effectiveness in facilitating the establishment and working of Joint Policing Committees in accordance with the provisions of Section 22(1) of the Garda Síochána Act, 2005:

Existing Regional and Divisional Boundaries				Proposed Regional and Divisional Boundaries			
South Eastern Region		Regional Headquarters		South Eastern Region		Regional Headquarters	
Division		Kilkenny		Division		Kilkenny	
Waterford / Kilkenny		Divisional Headquarters		Waterford (<i>New Division</i>)		Divisional Headquarters	
		Waterford				Waterford (<i>Existing Divisional Headquarters</i>)	
Wicklow / Wexford				Wexford (<i>New Division</i>)		Wexford (<i>Existing Divisional Headquarters</i>)	
		Wexford					
Tipperary		Thurles		Tipperary		Thurles	
				Carlow / Kilkenny (<i>New Division</i>)		Kilkenny (<i>New Divisional Headquarters</i>)	

ORGANISATION PROJECT

ORGANISATIONAL PROJECTS

Targeted Timeframe

Owner

Q1 Q2 Q3 Q4

ICT PROJECT

Property and Exhibits Management System (PEMS)

✓ ✓ ✓ ✓

Assistant Commissioner
South Eastern Region