# An Garda Síochána
## Division of Waterford

**Working with our Communities**



**Safety-Service-Success**

## Divisional Policing Plan
## 2011

# FOREWORD



This Divisional Policing Plan and execution roadmap gives practical working effect to our Garda Mission Framework (p.4), our Garda service delivery standards (p.5) and our priority policing initiatives for Waterford City and County in 2011. It sets out clearly and objectively how our local neighbourhood Garda teams, working in active collaboration with other public agencies and our local communities, plan to develop and deliver our **policing services**, with the propose of gaining clear **advantage** over active and violent criminals, enhancing **public safety** and building community resilience in each of our 25 neighbourhoods.

Building on our achievements and learning in 2010, and maintaining a keen external focus on citizen and **community safety** concerns, this **intelligence**-led roadmap sets out specific initiatives and measurable actions in our priority areas of State Security, Crime Control, Illicit Drugs Dealing, Roads Policing, Public Order Maintenance, Community Support and Improvement focused Learning.

In terms of approach and practice, the theme of our National Corporate Strategy – *Working with our Communities* – is giving practical effect to our *Neighbourhood Policing* structure and strategy across Waterford, Tramore and Dungarvan Garda Districts - Appendix I. Our Neighbourhood Policing Teams, adopting a **collaborative intelligence**-led **approach**, will continue to take a primary role in the development and delivery of **quality policing services** through; relationship building, restorative practices, positive influencing, initiative taking, intelligence management, investigating and enforcing.

Three core themes guide our intent, approach, deployment and operations – **safety**, **service and success**. To gain **public safety advantage** and assure **service success**, our Neighbourhood Policing Teams will continue working in close partnership with community partners with supporting specialist Garda teams striving to ensure that dangerous, organised and determined criminals are challenged, engaged, disrupted, prosecuted, disbanded and stripped of the financial benefits of their criminality.

Focused partnership policing initiatives are being deployed to engage, involve, protect and **serve** our citizenry in general, and identified citizen groups in particular – children & young people, older citizens, victims of violent and fear creating crimes – with clear performance indicators to guide and quality assure the successful pursuit of our **public safety** and community support strategy. Guided by our excellence vision, professional values and citizen centric **service** standards, our performance management framework is designed to ensure that team-working is primary, expectations are clear, progress and achievements are tracked and results and outcomes are transparent to Gardaí and local communities alike.

We strive earnestly to develop and deliver **Garda services** that satisfy your needs and expectations, and acts as drivers and motivators to earn your valued trust and confidence. Notwithstanding the challenging financial constraints facing us as a community in 2011, you can continue to expect your local Gardaí to be *responsive, reassuring, respectful and reliable* in their interactions with you and your loved ones. Our Garda Charter at http://www.garda.ie sets out our service commitments to you. I commit all our staff to work purposefully, ethically and consistently with you, the people in Waterford City and County, in the delivery of quality **Garda services** in the focused pursuit of our common community confidence and **public safety** imperatives.

I thank you for your valuable contributions, cooperation and collaboration. Your feedback, critical perspectives and constructive argumentation are much appreciated and essential to our mutual success. This rich vein of communication, diversity of voice and ongoing dialogue is contributing significantly to the participative nature of our public policing, our ongoing practical effectiveness and continuous improvement programmes.

*P. V. Murphy*
*Chief Superintendent*

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# Our Mission Framework

# Vision

## 'Excellent people delivering Policing excellence'

# Mission

## Working With Communities to Protect and Serve

# Values

❖ **Honesty** – Being honest and ethical and adhering to the principles of fairness and justice

❖ **Accountability** – Accepting individual responsibility and ensuring public accountability.

❖ **Respect** – Having respect for people, their Human Rights and their needs.

❖ **Professionalism** – Providing a professional policing service to all.

# OUR SERVICE EXCELLENCE COMMITMENTS 2011

IN DELIVERING OUR SERVICES TO THE PEOPLE OF WATERFORD DIVISION, YOU CAN EXPECT YOUR GARDAÍ TO BE:

❖ **RESPONSIVE**
- Appreciating people, their values and service needs
- Engaging with interest and enthusiasm
- Being courteous and helpful
- Working to understand and resolve service issues
- Valuing people's feedback to improve our service quality

❖ **REASSURING**
- Delivering a well informed, confident service experience
- Presenting a professional image and voice every time
- Going the extra mile to satisfy and earn people's trust
- Providing reassuring advice, feedback and follow-up support

❖ **RESPECTFUL**
- Respecting people's dignity, diversity and circumstances
- Committing time and effort to understanding people's perspective
- Delivering on agreed understanding of people's service needs
- Maintaining confidentiality and respecting privacy

❖ **RELIABLE**
- Consistently delivering dependable Garda services
- Applying Garda authority and legal powers fairly and responsibly
- Consistently engaging with local community safety concerns
- Being timely in dealing with core service challenges

# WATERFORD'S DEPLOYMENT & EXECUTION STRATEGY 2011

This year Waterford's Divisional Policing Plan is centred on delivering three core policing themes – safety, service and success:

- ❖ SAFETY
  - Safer streets and public places
  - Safer travel on our streets and roads
  - Safer homes, places of work and entertainment
  - Safer Garda premises for all
  - Safer working practices in Garda operations
- ❖ SERVICE
  - Service to crime victims
  - Service to emergency callers
  - Service through collaboration with community partners
  - Service through visible presence in communities
  - Service through timely use of intelligence
- ❖ SUCCESS
  - Success in guiding and restoring young persons at risk
  - Success in challenging and disbanding organised criminals
  - Success in reducing fatal and serious injury road collisions
  - Success in criminal investigations and prosecutions
  - Success in building community trust and confidence

Our themes are being deployed and executed across all our Community Policing Neighbourhoods by local Community Policing Teams, supported by specialist staff, working collaboratively with local partner agencies and community leaders. Our core themes and common sense initiatives provide focus and practical implementation structure across our six policing goals -

1. **Ensuring our Nation's Security**
2. **Confronting Crime**
3. **Effective Roads Policing**
4. **Ensuring a Peaceful Community**
5. **Working with Communities**
6. **An Excellent Organisation**

Initiatives and actions with attending performance indicators for each operational goal are set out in our 'Execution Action Plan' in the following pages. Minimum performance targets, achievement deadlines and leadership accountabilities bring intent, measurement and service delivery context to each initiative.

# OPERATIONAL GOAL ONE – Ensuring our Nation's Security

## To maintain National & International Security

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | Outcome |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| ***Threat Assessment*** **Continue to identify, assess and profile all known threats to National & International Security** | ❋ Update and prepare intelligence profiles on each person or group with a subversive link within the Division <br> ❋ Quarterly review and report on Divisional and Regional activity to be submitted <br> ❋ Provide briefings on subversive activity to all members within each District | | √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ | Each District Officer <br><br> D/Insp. M Leacy (Divisional Level) | A Secure Nation. <br><br> An Active Role in Enhancing International Security |
| ***Focussed Intelligence Led Operations*** **Provide an effective response to the threat and assessment of terrorist activity** | ❋ Operations against profiled targets initiated <br> ❋ Number of Persons arrested as a result of intelligence led operations <br> ❋ Number of Prosecutions arising out of intelligence led operations | n/a <br> n/a <br><br> n/a | √ <br> √ <br><br> √ | √ <br> √ <br><br> √ | √ <br> √ <br><br> √ | √ <br> √ <br><br> √ | Each District Officer <br><br> D/Insp. M. Leacy (Divisional Level) | |
| ***Major Emergency Planning*** **Provide a quality framework to deal with Major Emergencies and Major Emergency Planning for the Waterford Division in 2011** | ❋ Hold a Divisional Training exercise in Major Emergency Response in preparation for the International Tall Ships Race 2011 <br> ❋ Conduct a critical infrastructure audit | n/a <br><br> n/a | | √ | | <br><br> √ | Each District Officer <br><br> Insp. T. Duggan (Divisional Level) | |
| ***Staff Development & Capability Building*** **Enhance the capability of the Division for reporting and targeting of terrorist orientated risks and threats and the capability to deal with Crisis incidents** | ❋ Conduct a Critical Incident Response exercise in the area of Tiger Kidnappings <br> ❋ Obtain training for Media Liaison Officers for Major Emergency Incident Response <br> ❋ Develop and implement a succession plan in relation to subversive intelligence | n/a <br><br> n/a | √ | <br><br> √ | <br><br><br> √ | | Each District Officer <br><br> Insp. T. Duggan Divisional Level | |
| ***Port and Point of Entry Control*** **Ensure safe and proper control into the State at all International Points of Entry within the Division** | ❋ Number of Inspections at Waterford regional airport <br> ❋ Number of Inspections at Waterford Port <br> ❋ Number of Breaches of Immigration law at these points of entry | n/a <br> n/a <br> n/a | √ <br> √ <br> √ | √ <br> √ <br> √ | √ <br> √ <br> √ | √ <br> √ <br> √ | Each District Officer <br><br> D/Insp. M. Leacy (Divisional Level) | |

# OPERATIONAL GOAL TWO – Confronting Crime

**To confront crime at all levels and in all forms. To ensure that people feel safe in their homes and communities.**

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | Outcome |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| **Violent Crime (including Sexual Crime)** Target violent crime and fear creating behaviour for vigorous policing action | ❋ Reduce the level of Violent Crime on 2010 levels (Table 1) | 293 | √ | √ | √ | √ | Each District Officer & Detective Inspector Leacy | **Reduce Crime and the Fear of Crime** |
| | ❋ Achieve a Detection Rate of 70 % for the Violent Crime categories (Table 2) | 76% | √ | √ | √ | √ | | |
| | ❋ Increase the number detections for the illegal possession of Prohibited Weapons. (Table 3) | 9 | √ | √ | √ | √ | | |
| | ❋ Increase the Detection Rates for Sexual Offences (Table 4) on 2010 levels | 74% | √ | √ | √ | √ | | |
| | ❋ Roll out to all Transition Year Students – The Knife Awareness Campaign "knife facts – How Big do you Feel" | | | √ | | √ | | |
| | ❋ Fully implement the Garda Policy on Domestic Violence and Sexual Assault Investigations and Review PULSE to ensure same | | √ | √ | √ | √ | | |
| | ❋ Visit, Monitor and Risk Assess all Registered Sex Offenders within the Division | | √ | √ | √ | √ | | |
| | ❋ Continue to target the illegal Sex Industry and Trafficking of Human Beings | | √ | √ | √ | √ | | |
| **Property Crime** Target the incidence of property crime for a reduction | ❋ Target Property Crime (Table 5) for a reduction in incidents on 2010 levels | 2986 | √ | √ | √ | √ | Each District Officer & Detective Inspector Leacy | |
| | ❋ Increase the average detection rate for Property Crime (Table 6) | 40% | √ | √ | √ | √ | | |
| | ❋ Produce Monthly Neighbourhood Crime & Hotspot Maps for Neighbourhoods for use in targeted enforcement, preventative operations and updating of Geographical Neighbourhood Profiles | | √ | √ | √ | √ | | |
| | ❋ Promote awareness of property crime through crime prevention initiatives at Community and Business Level | | √ | √ | √ | √ | | |
| **Victims of Crime** To provide support and reassurance for all victims of Criminal Activity | ❋ Number of Initial Victims of Crime Letters (PULSE) | | √ | √ | √ | √ | Each District Officer & Detective Inspector Leacy | |
| | ❋ Number of Subsequent letters to victims (PULSE) | | √ | √ | √ | √ | | |
| | ❋ Number of Family Liaison Officers within the Division | | √ | √ | √ | √ | | |
| | ❋ Number of referrals to Victim Support Services (Local and National) | | √ | √ | √ | √ | | |

| | | | Q1 | Q2 | Q3 | Q4 | | |
|---|---|---|---|---|---|---|---|---|
| *licit Drug Trafficking and Dealing*<br>**Continue to target drug use and dealing at all levels** | ❋ Target Section 3 Misuse of Drugs for continued and active enforcement building on the success in 2009<br>❋ Target the sale and supply of drugs for continued and active enforcement building on the success in 2009<br>❋ Number of Clean Street Operations held<br>❋ Identify and target local drug networks with a view to profiling those networks under Criminal Gang Legislation<br>❋ Utilise all available legislation including: Housing Miscellaneous Provisions Section 18 Notices to Licensed Premises<br>❋ Continue to develop (through secondments) the capability of the Drug Unit at Waterford<br>❋ Identify and Target "grow houses" for enforcement action | 613<br><br>143 | √<br>√<br><br>√<br>√<br><br>√<br><br><br><br>√ | √<br>√<br><br>√<br>√<br><br>√<br><br>√<br><br>√ | √<br>√<br><br>√<br>√<br><br>√<br><br><br><br>√ | √<br>√<br><br>√<br>√<br><br>√<br><br><br><br>√ | Each District Officer & Detective Inspector Leacy | **Reduce Crime and the Fear of Crime** |
| *Organised Crime*<br>**Utilise organised crime legislation fully to target, prosecute and disband organised criminal gangs** | ❋ Continue to develop our Divisional Organised Crime Capability<br>❋ Identify organised criminal gangs and<br>   1. Profile and risk assess each gang<br>   2. Initiate targeted operations and searches on same<br>❋ Identify current level of collaboration between criminal gangs and subversive organisations within the Division<br>❋ Number of persons profiled for Asset Seizure<br>❋ Number of Operational Briefings to units made<br>❋ Number of prosecutions initiated | | √<br><br>√<br><br><br>√<br><br>√<br>√<br>√ | √<br><br>√<br><br><br>√<br><br>√<br>√<br>√ | √<br><br>√<br><br><br>√<br><br>√<br>√<br>√ | √<br><br>√<br><br><br>√<br><br>√<br>√<br>√ | Each District Officer & Detective Inspector Leacy | |
| *Staff Development & Capability Building*<br>**Build the Divisional Capability to target Crime within the Division** | ❋ Obtain further incident room training for the management and investigation of serious crime<br>❋ Obtain training for Exhibit Managers in each District<br>❋ Obtain training in the management of "Canvassing of information in serious cases"<br>❋ Obtain AFIS Machine for Dungarvan Garda Station & Waterford Court House<br>❋ Training in R2MK to be rolled out | | √<br><br><br><br>√<br>√ | √<br>√<br><br>√<br>√<br>√ | √<br><br><br>√<br>√ | √<br><br><br>√<br>√ | Each District Officer & Detective Inspector Leacy & Inspector Mulligan | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Intelligence-led Capability**<br>Build on the excellent levels of achievement in 2010 to ensure a higher integration, quality and operational return of Criminal Intelligence | ❃ Create Innovative and active Policing Teams based on the Community Policing Neighbourhoods to identify and develop intelligence at a Community Level<br>❃ Increase the number of Intelligence Collations on 2010 levels<br>❃ Number of Bulletins issued by the CIO<br>❃ CIO to carry out Monthly unit Briefings on the top 10 active criminals in the Division<br>❃ Maintain up to date Neighbourhood Profiles for:<br>1. Neighbourhood Geographic Profiles<br>2. Neighbourhood Criminal Profiles<br>3. Neighbourhood Hotspot Profiles<br>❃ Deploy generated intelligence to;<br>1. Diminish Criminal Influence in our Neighbourhoods<br>2. Improve the speed and impact of our enforcement actions<br>3. Examine the technical capability for the dissemination of real time intelligence | 5182 | √<br><br>√<br>√<br>√<br><br><br>√<br><br><br>√ | √<br><br>√<br>√<br>√<br><br><br>√<br><br><br>√ | √<br><br>√<br>√<br>√<br><br><br>√<br><br><br>√ | √<br><br>√<br>√<br>√<br><br><br>√<br><br><br>√ | Each District Officer<br>&<br>Detective Inspector Leacy | **Reduce Crime and the Fear of Crime** |

# OPERATIONAL GOAL THREE – Effective Roads Policing

**To significantly reduce the incidence of fatal and serious injury collisions and to improve road safety.**

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | Outcome |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| *Targeted Engagement of Road-Users for preventative influencing, Intelligence Gathering and Enforcement*<br><br>**Intelligence-led Operations targeting dangerous road behaviours** | ❋ Carry out intelligence led operations in CPZ's to achieve increased compliance in Speed, Seatbelt and Mobile Phone Legislation<br>❋ Number of MAT Checkpoints and number of 'over the limit' arrests made at same<br>❋ Increase the number of prosecutions for Dangerous Driving in Red & Amber CPZ<br>❋ Continue Operation Curb – Targeting dangerous Road Activity in young male drivers and "boy racers"<br>❋ Increase the number of Road Traffic Interventions with Large PSV's and HGV's | 165<br><br>2651 (76)<br>159<br><br>43<br><br>123 | √<br><br>√<br><br>√<br><br>√<br><br>√ | √<br><br>√<br><br>√<br><br>√<br><br>√ | √<br><br>√<br><br>√<br><br>√<br><br>√ | √<br><br>√<br><br>√<br><br>√<br><br>√ | Each District Officer & Inspector Duggan | **Safer Roads and Improved Road User Behaviour** |
| *Education and Road User Engagement*<br>**Develop and Deploy a Garda Road Safety Awareness and Education Programme** | ❋ Hold the Garda Road Safety Road Show for all Transition Year students in the Division and students at the Waterford Institute of Technology<br>❋ Ensure that the Road Safety Module of the Garda Primary Schools Programme is delivered to each primary school in the Division<br>❋ Continue local media campaigns targeting the area of Road Safety | | √<br><br>√<br><br>√ | √<br><br>√<br><br>√ | √<br><br>√<br><br>√ | √<br><br>√<br><br>√ | Each District Officer & Inspector Duggan | |
| *Traffic Management*<br>**Collaborate to deliver a traffic management system** | ❋ Establish a coordinated approach to traffic management for major events, road works and roadside emergencies<br>❋ Establish a traffic management plan for the urban centres of the Division to deal with high volume traffic at peak times | | √<br><br>√ | √<br><br>√ | √<br><br>√ | √<br><br>√ | Each District Officer & Inspector Duggan | |
| *Interagency Initiatives*<br>**Engage with other agencies in the identification at Road Improvements aimed specifically at Road Safety** | ❋ Number of Interagency Checkpoints Held<br>❋ Number of Road Safety issues identified for corrective action with Local Authorities<br>❋ Develop a Divisional Casualty Reduction Strategy | 15<br>11 | √<br>√<br><br>√ | √<br>√<br><br>√ | √<br>√<br><br>√ | √<br>√<br><br>√ | Each District Officer & Inspector Duggan | |

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | Outcome |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| ***Staff Development and Capability*** **Build on the capability of the Division to actively engage with Road Users and prevent the numbers of Road Fatalities with the District** | ❀ Maintain the Divisional Traffic Corp levels in line with National Guidelines <br> ❀ Continue to roll out the Out of Vehicle Safety Training for all members of the Division <br> ❀ Roll out of Field Impairment Testing to all operational members <br> ❀ Roll out of the National Criminal Interdiction Programme for Traffic Corp members | | √ <br><br> √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ <br><br> √ | <br><br> √ <br><br> √ | Each District Officer & Inspector Duggan | **Safer Roads and Improved Road User Behaviour** |
| ***Intelligence Capability and Building*** **Build on the capability of the Traffic Corp Units to collate and disseminate intelligence on profiled subjects** | ❀ Fully utilise the ANPR system for intelligence gathering <br> ❀ Increase the number of criminal intelligence collations from members of the Traffic Corp Units <br> ❀ Number of Road Policing interventions with identified Criminal or Dangerous road users as a result of the Neighbourhood Policing Team interactions | 7 | √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ | √ <br><br> √ <br><br> √ | Each District Officer & Inspector Duggan | |

# OPERATIONAL GOAL FOUR – Ensuring a Peaceful Community

**Working with all our partners to ensure our communities are safe and peaceful for all.**

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | Outcome |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| ***Public Order & Anti Social Behaviour*** **Identify local public order and anti social behaviour "Hot-Spots" and develop responsive actions and plans** | ❋ Achieve a reduction in the number of serious Public Order Incidents through early intervention at identified neighbourhood hotspots (Table 11) <br> ❋ Increase the overall detection rate for Assaults (Table 12) <br> ❋ Decrease the number of Assault Incidents taking place at identified hotspots (Table 13) <br> ❋ Decrease the incidents of Criminal Damage.(Table 14) <br> ❋ Number of Closure Orders applied for premises contributing to Anti Social Behaviour <br> ❋ Number of Antisocial Behaviour notices issued <br> ❋ Number of Antisocial Behaviour Orders applied for to the District Court | 1418 <br><br><br> 73% <br> 512 <br><br> 1394 <br><br><br> 3 | √ <br> √ <br> √ <br> √ <br> √ <br> √ <br> √ | √ <br> √ <br> √ <br> √ <br> √ <br> √ <br> √ | √ <br> √ <br> √ <br> √ <br> √ <br> √ <br> √ | √ <br> √ <br> √ <br> √ <br> √ <br> √ <br> √ | Each District Officer & Inspector Heffernan | **Safer and More Peaceful Local Communities** |
| ***Community Safety Teams*** **Develop Community Safety Teams in Each District with members from all units including Community Policing, Crime, Traffic, Drugs and JLO** | ❋ Bi Weekly Meetings of Community Safety Policing Teams <br> ❋ Number of Community Issues Identified <br> ❋ Number of Identified Actions under <br> 1. Relationships <br> 2. Intelligence <br> 3. Enforcement <br> ❋ Number of action plans initiated <br> ❋ Number of geographical profile sheets submitted | | √ <br> √ <br> √ <br><br><br><br> √ <br> √ | √ <br> √ <br> √ <br><br><br><br> √ <br> √ | √ <br> √ <br> √ <br><br><br><br> √ <br> √ | √ <br> √ <br> √ <br><br><br><br> √ <br> √ | Each District Officer & Inspector Pettit | |
| ***Enforcement of Liquor Licensing Laws*** **Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises** | ❋ Number of meetings held with holders of licence premises <br> ❋ Number of detections for the sale or supply of controlled drugs on Licensed Premises <br> ❋ Target known premises known to be involved in the sale of alcohol to underage persons for covert surveillance and targeted operations, including test purchasing <br> ❋ No of inspections of Licensed Premises <br> ❋ No of objections to Special Exemption Orders <br> ❋ No of objections to granting of licences <br> ❋ No of licensed premises associated with Public Disorder profiled for prosecution | | √ <br> √ <br> √ <br><br><br> √ <br> √ <br> √ <br> √ | √ <br> √ <br> √ <br><br><br> √ <br> √ <br> √ <br> √ | √ <br> √ <br> √ <br><br><br> √ <br> √ <br> √ <br> √ | √ <br> √ <br> √ <br><br><br> √ <br> √ <br> √ <br> √ | Each District Officer & Inspector Heffernan | |

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| ***Stakeholder Engagement*** **Consult with community, business and statutory stakeholders on the establishment of interagency initiatives against anti social behaviour, including the deployment of CCTV in urban areas** | ❋ Continue to develop the Waterford City Cares project in the fight against Public Disorder<br>❋ Liaise with Local Authorities and Joint Policing Committees on the provision of services in relation to the sources of Public Disorder and Anti Social Behaviour, e.g. Fast Food Outlets<br>❋ Number of Community Policing Fora Established<br>❋ Conduct an Audit of Licensed Premises for CCTV systems and create a Database of same | | √<br><br>√<br><br><br>√<br><br><br>√<br>√ | √<br><br>√<br><br><br>√<br><br><br>√<br>√ | √<br><br>√<br><br><br>√<br><br><br>√<br>√ | √<br><br>√<br><br><br>√<br><br><br>√<br>√ | Each District Officer & Inspector Heffernan Inspector Pettit | **Safer and More Peaceful Local Communities** |

# OPERATIONAL GOAL FIVE – Working With Communities

**A Partnership Approach to issues of Community Safety**

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| **Community Policing**<br>**Ensuring Neighbourhood Policing is at the core of our Policing Strategy** | ❋ Full Commitment to the National Model of Community Policing achieved<br>❋ Fully implement the Garda Youth & Children Strategy<br>❋ Number of youths engaged in Youth Diversion Projects<br>❋ Number of Geographical Neighbourhood Profiles created and updated<br>❋ Number of Neighbourhood Policing Initiatives<br>❋ Hold an Annual Divisional Community Policing/N.W Conference<br>❋ Fully implement the Garda Strategy for Older People<br>❋ Roll out of Restorative Practices in the Division<br>❋ Roll out the Garda Strategy for case management of Juvenile Offenders | | √<br>√<br>√<br><br>√<br>√<br>√ | √<br>√<br>√<br><br>√<br>√<br>√ | √<br>√<br>√<br><br>√<br>√<br>√ | √<br>√<br>√<br><br>√<br>√<br>√ | Each District Officer<br>&<br>Inspector Pettit | **Trust and Confidence in the Garda Service** |
| **Diverse Communities**<br>**Build Trust and confidence with ethnic and culturally diverse communities** | ❋ Develop Liaison Officers for engagement with members of diverse communities<br>❋ Number of Racially Motivated Attacks<br>❋ Number of Ethnic Liaison Officers<br>❋ Hold Ethnic / Multicultural Open day at each District HQ<br>❋ Hold a Cultural Information night in conjunction with members of the local Ethnic Communities | | √<br>√<br>√ | √<br>√<br>√<br><br>√ | √<br>√<br>√ | √<br>√<br>√<br><br><br>√ | Each District Officer<br>&<br>Inspector Pettit | |
| **Joint Policing Committees**<br>**Continue to engage with the Joint Policing Committees across the Division** | ❋ Number of Presentations made to the Joint Policing Committees<br>❋ Number of initiatives implemented as a result of JPC consultation Process<br>❋ Number of Community Policing Fora meetings held | | √<br><br>√<br><br>√ | √<br><br>√<br><br>√ | √<br><br>√<br><br>√ | √<br><br>√<br><br>√ | Each District Officer<br>&<br>Inspector Pettit | |

| Initiatives & Actions | Performance Indicators | Base Line | Targeted Time Frame | | | | Lead Responsibility | |
|---|---|---|---|---|---|---|---|---|
| | | | Q1 | Q2 | Q3 | Q4 | | |
| *Staff Development and Capability Building*<br>**Giving our staff the strategic tools to succeed** | ❋ Maintain the current strength of Community Policing Units<br>❋ Obtain the Community Policing Skills training programme and for all members of our Divisional Community Policing Teams<br>❋ Establish local Community Policing Forum in each Garda Neighbourhood<br>❋ Obtain training in the Garda Schools Programme for members of the Community Policing Teams<br>❋ Obtain training in the Case Management of Juveniles | | √<br>√ | √<br>√<br>√<br><br>√ | √<br>√<br><br><br>√<br><br>√ | √<br>√ | Each District Officer<br>&<br>Inspector Pettit<br>&<br>Inspector Mulligan | **Trust and Confidence in the Garda Service** |
| *High Visibility Presence*<br>**Provide an engaging High Visibility Presence in our Communities** | ❋ Number of Beat/Mountain Bike Patrols in Community Policing Neighbourhoods<br>❋ Number of Community Projects and Initiatives implemented<br>❋ Number of visits to at risk groups made i.e. Elderly, victims, etc.<br>❋ Media Liaison Officer appointed in each District to promote Community Safety message<br>❋ Continued and full roll out of the National and 2nd Level Garda Schools Programme<br>❋ Number of Garda Neighbourhood Clinics held | | √<br>√<br>√<br>√<br>√<br>√ | √<br>√<br>√<br>√<br>√<br>√ | √<br>√<br>√<br>√<br>√<br>√ | √<br>√<br>√<br>√<br>√<br>√ | Each District Officer<br>&<br>Inspector Pettit | |

# OPERATIONAL GOAL SIX – An Excellent Organisation delivering Excellence in Service

**Developing an Innovative Policing Organisation**

| Initiatives & Actions | Performance Indicators | Base Line | Q1 | Q2 | Q3 | Q4 | Lead Responsibility | |
|---|---|---|---|---|---|---|---|---|
| **Recognising & Delivering Excellence** Recognising the delivery of service excellence by all employees of An Garda Siochana | ❋ Framework for the recognition of excellence in Policing to be developed <br> ❋ Number of EPW1 forms submitted <br> ❋ Number of members recognised for excellence in policing <br> ❋ Efficient alignment of budget with Policing Priorities | | √ <br><br> √ <br> √ <br> √ | √ <br><br> √ <br> √ <br> √ | √ <br><br> √ <br> √ <br> √ | √ <br><br> √ <br> √ <br> √ | Each District Officer & Inspector Mulligan | **Highly Motivated People** |
| **Action Learning Communities of Practice** Creating Programmes of Community of Practice for the delivery of Policing Excellence | ❋ Create programmes of practice in the following areas: <br> 1. Community Policing Strategy Execution <br> 2. Evidence Gathering and Proof Presentation <br> 3. Performance & Accountability Alignment and Deployment <br> 4. Multi Agency Restorative Practices | | <br><br><br><br><br><br><br> √ | | | √ | Each District Officer & Inspector Mulligan <br><br> Inspector Pettit | **Better Service to the Citizen** |
| **Quality Service Framework** Developing our Quality Service Framework to ensure a Responsive, Reassuring, Respectful & Reliable service | ❋ Develop a Communications Strategy in relation to our Service Excellence Commitments in 2011 <br> ❋ Reduce the number of complaints made against members in relation to discourteous behaviour or non-execution of duty | | √ <br><br> √ | <br><br> √ | <br><br> √ | <br><br> √ | Each District Officer & Inspector Mulligan | **More Satisfied Citizens and Communities** |
| **Risk Management Framework** Managing risk to reduce the impact on the organisation | ❋ Continue to develop and manage identified risks in the Divisional & District Risk Management Registers <br> ❋ Number of initiatives implemented to mitigate identified risks in the Divisional & District Risk Registers <br> ❋ Hold Quarterly reviews of the Risk Register | | √ <br><br> √ <br> √ | √ <br><br> √ <br> √ | √ <br><br> √ <br> √ | √ <br><br> √ <br> √ | Each District Officer & Inspector Duggan | **Better management and mitigation of risk** |
| **Lesson Learned Framework** Promoting the development and implementation of learned excellence | ❋ Continue to promote the submission of learned excellence through the Lesson Learned Framework through the PORTAL system <br> ❋ Number of submissions made through the LLF. <br> ❋ Create a Divisional Quality Service Team to audit core practices and procedures within the Division to identify shortfalls and implement best practice | | √ <br><br><br> √ <br><br> √ | √ <br><br><br> √ <br><br> √ | √ <br><br><br> √ <br><br> √ | √ <br><br><br> √ <br><br> √ | Each District Officer & Inspector Mulligan | *Timely Diffusion and Application of Learning* |

# MINISTER'S PRIORITIES FOR THE GARDA SÍOCHÁNA FOR 2011

**Determined by the Minister for Justice, Equality and Law Reform**

**Under Section 20 of the Garda Síochána Acts 2005 to 2007**

**Background**

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security for the State with the objective of:
  (a)  preserving the peace and public order,
  (b)  protecting life and property
  (c)  vindicating the human rights of each individual
  (d)  protecting the security of the State,
  (e)  preventing crime
  (f)  bringing criminals to justice, including by detecting and investigating crime,
  (g)  regulating and controlling road traffic and improving road safety;
  and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

**Priorities for 2011**

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, in accordance with Section 20 of the Garda Síochána Act 2005.

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

**Crime**
To combat serious crime, in particular organised crime.

**Policing Communities**
To achieve the maximum levels of safety for local communities and to provide a
community policing service which meets the demands of the public.

**Roads Policing**
To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

**Efficient use of resources**
To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.
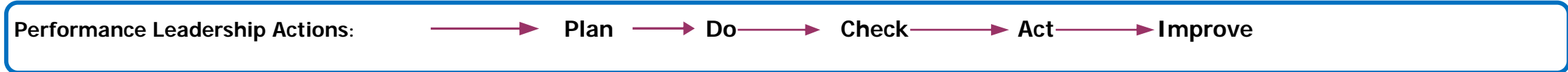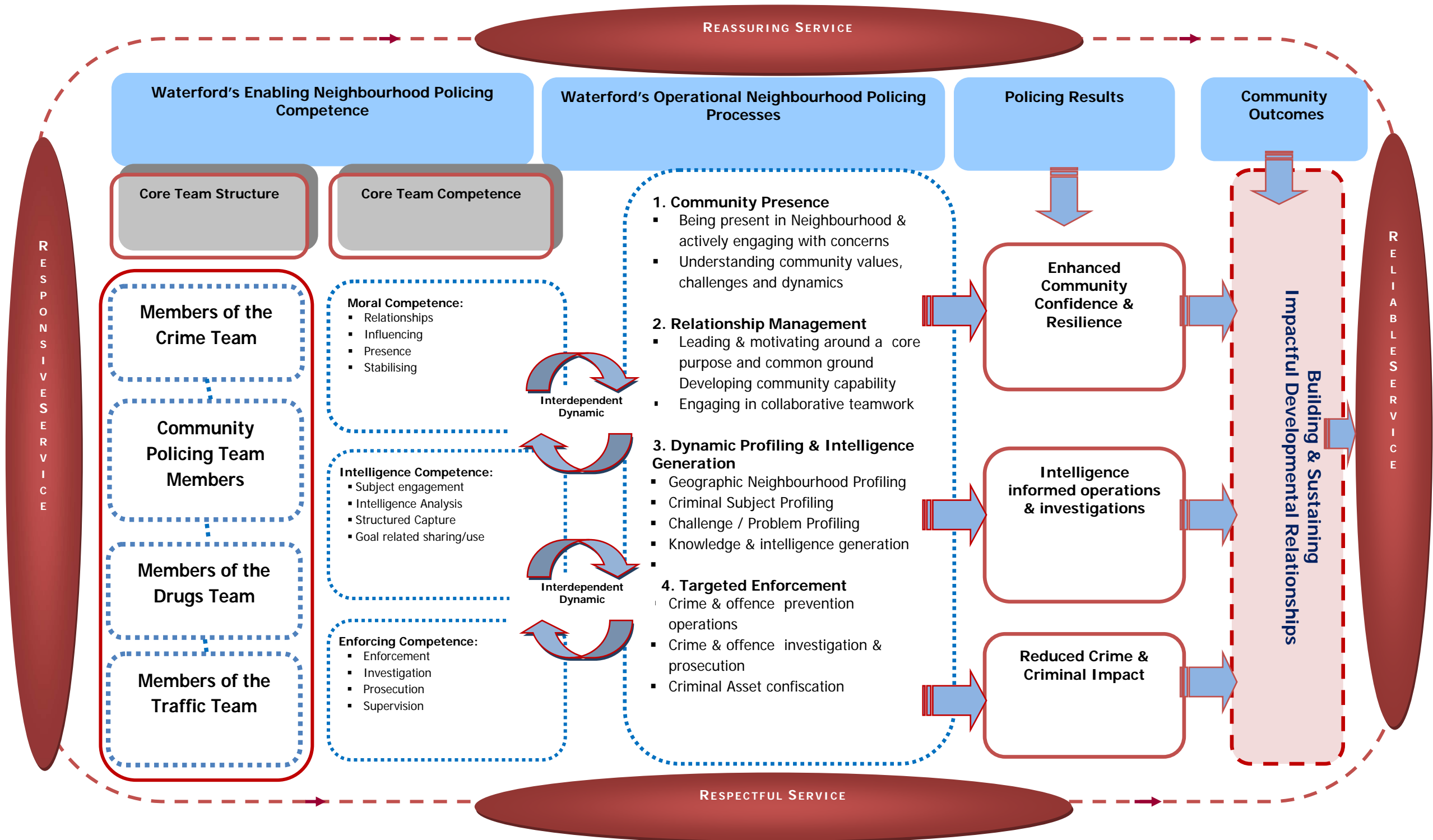
**Victims of Crime**
To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.
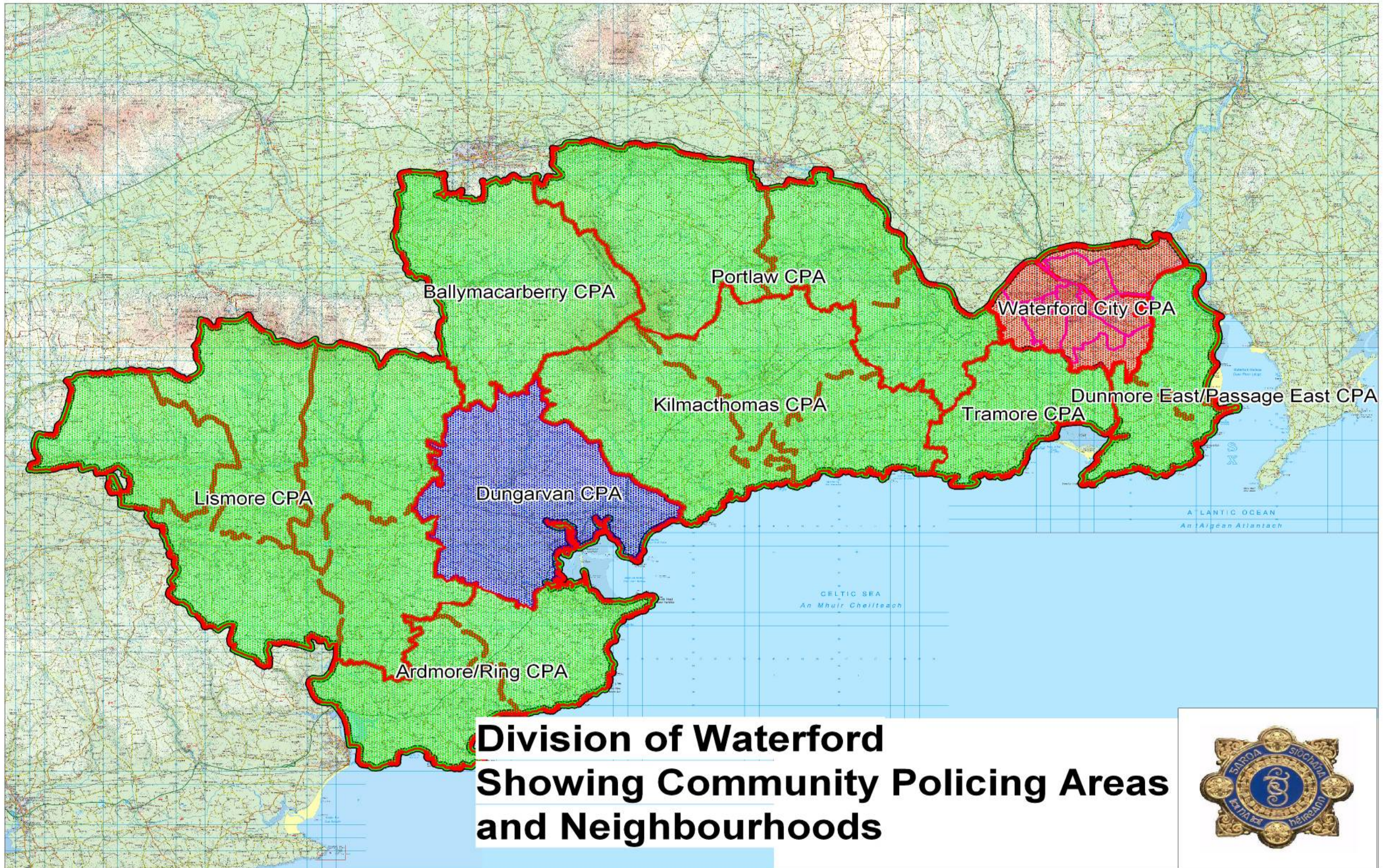
**Human Trafficking**
To prevent and detect human trafficking.

# Appendix 1

DIVISION OF WATERFORD COMMUNITY POLICING FRAMEWORK AND COMMUNITY POLICING NEIGHBOURHOODS

**REASSURING SERVICE**

**RESPONSIVE SERVICE**

**Waterford's Enabling Neighbourhood Policing Competence**

**Waterford's Operational Neighbourhood Policing Processes**

**Policing Results**

**Community Outcomes**

**RELIABLE SERVICE**

**Core Team Structure**

**Core Team Competence**

**Members of the Crime Team**

**Community Policing Team Members**

**Members of the Drugs Team**

**Members of the Traffic Team**

**Moral Competence:**
- Relationships
- Influencing
- Presence
- Stabilising

*Interdependent Dynamic*

**Intelligence Competence:**
- Subject engagement
- Intelligence Analysis
- Structured Capture
- Goal related sharing/use

*Interdependent Dynamic*

**Enforcing Competence:**
- Enforcement
- Investigation
- Prosecution
- Supervision

**1. Community Presence**
- Being present in Neighbourhood & actively engaging with concerns
- Understanding community values, challenges and dynamics

**2. Relationship Management**
- Leading & motivating around a core purpose and common ground Developing community capability
- Engaging in collaborative teamwork

**3. Dynamic Profiling & Intelligence Generation**
- Geographic Neighbourhood Profiling
- Criminal Subject Profiling
- Challenge / Problem Profiling
- Knowledge & intelligence generation
-

**4. Targeted Enforcement**
- Crime & offence prevention operations
- Crime & offence investigation & prosecution
- Criminal Asset confiscation

**Enhanced Community Confidence & Resilience**

**Intelligence informed operations & investigations**

**Reduced Crime & Criminal Impact**

**Building & Sustaining Impactful Developmental Relationships**

**RESPECTFUL SERVICE**

**Performance Leadership Actions:**     **Plan** → **Do** → **Check** → **Act** → **Improve**

**Division of Waterford
Showing Community Policing Areas
and Neighbourhoods**

# Appendix 2

# Technical Notes

## Table 1

Decrease the occurrence of violent crime.

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2011 will have to be lower than 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, violent cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0611 | Robbery of An Establishment |
| 0612 | Robbery of Cash in Transit |
| 0613 | Robbery of a Person |
| 0711 | Aggravated Burglary |
| 0111 | Homicide |
| 0112 | Manslaughter |
| 0313 | Assault Causing Harm |
| 0211 | Rape (Inc Rape Sec 4) |
| 0214 | Aggravated Sexual Assault |
| 0215 | Sexual Assault |

This target has the element of reducing the level of incidents for these offences.

# Table 2

Achieve a Detection Rate of 75% of Violent Crime

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Detection rate for 2011 will have to reach a minimum Target of 70% |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, violent offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0614 | Robbery of an establishment |
| 0615 | Robbery of cash in transit |
| 0616 | Robbery of a person |
| 0712 | Aggravated Burglary |
| 0113 | Homicide |
| 0114 | Manslaughter |
| 0313 | Assault Causing Harm |
| 0211 | Rape (Inc Rape Sec 4) |
| 0214 | Aggravated Sexual Assault |
| 0215 | Sexual Assault |

This target has the element of reducing the level of incidents for these offences and ensuring that the offenders engaging in these offences are vigorously pursued and held to account in accordance with the rule of law.

# Table 3

Increase the number of detections for illegal firearms.

**Indicator:**

Data Set Used:           Pulse Recorded crime – Crime counting rules
                         Applied as per HQ Directive 139/03

Baseline                 2010 calendar Year

Target Period:           2011 Calendar Year

Minimum Movement:        Levels for 2011 will have to be higher than  2010

Frequency of Reporting:  Monthly

Data Quality:            District Officers and GISC

**Definition of Key Terms**

For the purpose of this target, firearm offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 1121 | Possession of a firearm |

This target has two key elements.

- Firstly to increase upon the already high level of detection rates for this incident
- Secondly to increase the number of firearms seized.

The increase reflects the outcome of greater and more targeted enforcement against Gun Crime and Organised Criminal Gangs and Networks.
It is recognised that other scenarios around the possession of firearms eg shotguns in the home without a proper certificate will fall under this category but nonetheless, these types of scenarios should be included.

# Table 4

Increase the Detection Rates for Sexual Offences

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2011 will have to be higher than 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, Sexual offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0211 | Rape (Inc Rape Sec 4) |
| 0212 | Defilement |
| 0213 | Sexual Assault of a Mentally Impaired Person |
| 0214 | Aggravated Sexual Assault |
| 0215 | Sexual Assault |

A combined increase in the Detection Rates for these categories is required to meet this target. It is not necessary to achieve an increase in detection rates for all of the targets but the increase should be for the group in total.

# Table 5

Decrease the occurrence of incidents of Property Crime.

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules<br>Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2011 will have to be lower than 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, Property Crime offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0611 | Robbery of an Establishment |
| 0612 | Robbery of Cash in Transit |
| 0613 | Robbery of a person |
| 0711 | Aggravated Burglary |
| 0712 | Burglary |
| 0713 | Possession of an Article with intent to steal |
| 0811 | Theft/UT of a Vehicle |
| 0812 | Interfering with a vehicle with the intent to steal |
| 0821 | Theft from the Person |
| 0822 | Theft from Shops |
| 0823 | Theft from a Vehicle |
| 0824 | Theft/UT of a Pedal Cycle |
| 0826 | Theft of Other Property |
| 0831 | Handling or Possession of Stolen Property. |

This target has the element of reducing the level of incidents for these offences.

# Table 6

Increase the Detection Rates for the incidents of Property Crime.

**Indicator:**

Data Set Used:            Pulse Recorded crime – Crime counting rules
                          Applied as per HQ Directive 139/03

Baseline                  2010 calendar Year

Target Period:            2011 Calendar Year

Minimum Movement:         Levels for 2011 will have to be Higher than 2010

Frequency of Reporting:   Monthly

Data Quality:             District Officers and GISC

**Definition of Key Terms**
For the purpose of this target, Property Crime offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0611 | Robbery of an Establishment |
| 0612 | Robbery of Cash in Transit |
| 0613 | Robbery of a person |
| 0711 | Aggravated Burglary |
| 0712 | Burglary |
| 0713 | Possession of an Article with intent to steal |
| 0811 | Theft/UT of a Vehicle |
| 0812 | Interfering with a vehicle with the intent to steal |
| 0821 | Theft from the Person |
| 0822 | Theft from Shops |
| 0823 | Theft from a Vehicle |
| 0824 | Theft/UT of a Pedal Cycle |
| 0826 | Theft of Other Property |
| 0831 | Handling or Possession of Stolen Property. |

This target has the element of increasing the detection rates for the group as a whole. It is not necessary to increase the detection rate for every category as long as the detection rate for the entire group is increased on the 2009 level.

# Table 7

Increase the number of Section 3 Misuse of Drugs Act Detections

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2011 will have to be maintained at those in 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, the offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 1013 | Section 3 Misuse of Drugs Act 1977/84 |

This target has the element of increasing the number of detections and searches under section 23 of the Misuse of Drugs Act. This leads to a higher level of intelligence gathering aimed at street level dealers and increases the level of detections under section 15 of the Misuse of Drugs Act.

# Table 8

Increase the number of incidents where drugs are seized for sale or supply

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules |
| | Applied as per HQ Directive 139/03 |
| | |
| Baseline | 2010 calendar Year |
| | |
| Target Period: | 2011 Calendar Year |
| | |
| Minimum Movement: | Levels for 2011 will have to be maintained at those in 2010 |
| | |
| Frequency of Reporting: | Monthly |
| | |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, these offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 1011 | Importation of Controlled Drugs |
| 1012 | Cultivation/Manufacture of Controlled Drugs |
| 1021 | Possession of Controlled Drug for Sale/Supply |

This target has the element of increasing the level of drugs seized for these offences.

# Table 9

The number of arrests at Domestic Violence Incidents increased

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2011 will have to be higher than 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

There is no specific incident type that is specifically designated as Domestic Violence. Rather, Domestic Violence is identified as an aggravating factor in a range of incidents, eg. Assault. On the PULSE system, it is identified through the MO Tab. If the MO Tab indicating Domestic Violence is not ticked then for the purposes of this target it will not be counted.

Incidents where the MO Domestic Violence Tab has been ticked will be counted and cross checked against prisoner logs for the same incident. Thus where a tick and prisoner log are in place on the same incident, it will be counted towards this target.

International research has shown that a pro-arrest strategy is effective in reducing Domestic Violence.

# Table 10

Increase the number of detections for Drivers under the influence of an intoxicant at MAT Checkpoints

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2010 will have to be higher than 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, these offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0412 | Driving/In Charge of a vehicle under the influence alcohol |
| 0413 | Driving/In Charge of a vehicle under the influence Drugs |

The overall strategy is to promote higher rates of compliance with Drink Driving Legislation. This enforcement arm of the strategy is aimed at MAT checkpoints and increasing their number and subsequent number of arrests

# Table 11

Achieve a decrease in the number of Public Order Incidents through early intervention.

**Indicator:**

Data Set Used:             Pulse Recorded crime – Crime counting rules
                           Applied as per HQ Directive 139/03

Baseline                   2010 calendar Year

Target Period:             2011 Calendar Year

Minimum Movement:          Levels for 2011 will have to be lower than 2010

Frequency of Reporting:    Monthly

Data Quality:              District Officers and GISC

**Definition of Key Terms**

For the purpose of this target, these offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|-----------|------------------------------|
| 1312      | Public Order                 |
| 1313      | Drunkenness                  |

This target has the element of decreasing the level of incidents for these offences.

## Table 12

Increase the Detection rate for assaults

**Indicator:**

Data Set Used:              Pulse Recorded crime – Crime counting rules
                                          Applied as per HQ Directive 139/03

Baseline                     2010 calendar Year

Target Period:             2011 Calendar Year

Minimum Movement:      Levels for 2011 will have to be higher than 2010

Frequency of Reporting:     Monthly

Data Quality:              District Officers and GISC

**Definition of Key Terms**

For the purpose of this target, these offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0321 | Assault Causing Harm |
| 0324 | Assault Minor |

This target has the element of increasing the detection rate for the combined offences of assault.

# Table 13

Decrease the number of assaults through early intervention at identified hotspots

**Indicator:**

| | |
|---|---|
| Data Set Used: | Pulse Recorded crime – Crime counting rules Applied as per HQ Directive 139/03 |
| Baseline | 2010 calendar Year |
| Target Period: | 2011 Calendar Year |
| Minimum Movement: | Levels for 2011 will have to be lower than 2010 |
| Frequency of Reporting: | Monthly |
| Data Quality: | District Officers and GISC |

**Definition of Key Terms**

For the purpose of this target, these offences cover:

| ICCS Code | Offence/PULSE Incident Type |
|---|---|
| 0321 | Assault Causing Harm |
| 0324 | Assault Minor |

This target has the element of decreasing the level of incidents for these offences.

# Table 14

Decrease the number of Criminal Damage Incidents

**Indicator:**

Data Set Used:             Pulse Recorded crime – Crime counting rules
                           Applied as per HQ Directive 139/03

Baseline                   2010 calendar Year

Target Period:             20101 calendar Year

Minimum Movement:          Levels for 2011 will have to be lower than 2010

Frequency of Reporting:    Monthly

Data Quality:              District Officers and GISC

**Definition of Key Terms**

For the purpose of this target, these offences cover:

     ICCS Code        Offence/PULSE Incident Type

     1211           Criminal Damage (Arson)
     1212           Criminal Damage (not Arson)

This target has the element of decreasing the level of incidents for these offences.

# Table 15

Increase the detection rates associated with racist incidents

**Indicator:**

Data Set Used:                  Pulse Recorded crime – Crime counting rules
                                Applied as per HQ Directive 139/03

Baseline                        2010 calendar Year

Target Period:                  2011 calendar Year

Minimum Movement:               Levels for 2010 will have to be higher than 2009

Frequency of Reporting:         Monthly

Data Quality:                   District Officers and GISC

**Definition of Key Terms**

A racist incident is defined when racism is a key or aggravating factor to the incident.
Racist are captured through the MO Field on Pulse and this tab will need to be
completed in order that the incident will contribute to this target.

*Notes*

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| Divisional Contact Details |
|---|
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