

# **An Garda Síochána**



## **Annual Policing Plan 2008**

**Cavan / Monaghan**

**Division**

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## **Foreword**

It is my pleasure to present the Cavan/Monaghan Divisional Policing Plan for 2008.

This Policing Plan is prepared on the basis of the Garda Siochana Corporate Strategy Plan 2007-2009 "A Time for Change" issued by the Garda Commissioner and the results of the Annual Public Attitude Survey which prioritises the needs of the public, our customers. The key public imperatives of public safety, public confidence and public accountability which are identified in the Garda Siochana Strategy Plan 2007-2009 are reflected in a clear and consistent focus throughout this Policing Plan.

The Cavan/Monaghan Divisional Policing Plan is designed to advance the national Strategic Policing Goals and contribute to achieving the National Performance Indicators through the local actions identified in the Plan.

The Plan concentrates delivering on six main policing areas:-

- *National and International Security*
- *Crime*
- *Traffic & Road Safety*
- *Public Order*
- *Ethnic & Cultural Diversity*
- *Community Engagement*

The strategies and goals contained in the Policing Plan are designed to achieve improvement to the sense of security and community contentment in this Border Division which has extensive frontiers with Northern Ireland. The policing challenges which emerge in the cross border context including the mobility of criminals are all taken into account in the Plan. The aim, therefore, is to deliver a commitment to total customer satisfaction and equality through consultation with you the customer. The Plan is also very conscious of the increasing diversity in the Division and some specific actions are identified to provide an effective policing service across the cultural and ethnic diversity which now prevails.

It is my goal and that of the members of An Garda Siochana in Cavan/Monaghan Division to increase engagement with the public, to offer an open, transparent policing service in the support of all our customers, the key stakeholders in the policing service. To continue to assist the Garda Service in improving its delivery to the fullest, I invite you to feel free to contact me as Divisional Officer or, any Superintendent or member of the Organisation at any time whether to address a concern, support the maintenance of good order in society or to provide feedback on the service we provide. Your interaction with An Garda Siochana is vital and most valued. You can contact me at Monaghan Garda Station, telephone 047-77200 or by e-mail [cmags@iol.ie](mailto:cmags@iol.ie). I will be pleased to deal with your concerns.

**C. M. ROONEY**  
Chief Superintendent



## Goal One – National & International Security

### *To maintain National & International Security*

Process Owner: Each District & D/Inspector G. Curley

National Actions	National Performance Indicator	Divisional Actions	Divisional Performance Indicator
<p><i>1.1.</i> <i>Identify and analyse the threats to national and international security</i></p>	<p>- 100% of identified threats, assessed, categorised and recorded</p> <p>- 100% of identified groups and individuals profiled</p>	<p>1. Carry out threat assessment on activities of Islamic extremists within the Division.</p> <p>2. Carry out threat assessment on activities of Dissident Republicans within the Division</p>	<p>1. Complete Threat Assessment Report by <b>end Q.1</b></p> <p>2. Complete Threat Assessment Report by <b>end Q.1</b></p>
<p><i>1.2.</i> <i>Initiate responses to identifiable threats</i></p>	<p>- 100% of operations against identified targets initiated</p> <p>- Number of individuals arrested and prosecuted for terrorist/subversive offences</p>	<p>1. CIO to conduct briefings in each District on details of known Islamic Extremist activists who may be residing or may be passing through the Division to visit Islamic Communities in other parts of Ireland</p> <p>2. Prepare a strategy to monitor the activities of extremist activists.</p> <p>3. Prepare and implement Risk Management Plan to reduce the risk posed by identified Dissident Activists in the Division</p>	<p>3. Report from CIO will be submitted to the D/Insp. when briefings are completed by <b>end of Q. 1</b></p> <p>4. Number of report to Sec. &amp; Intelligence Section at <b>end of Q. 4</b></p> <p>5. Complete Risk Management Plan by <b>end Q. 2</b></p>
<p><i>1.3.</i> <i>Enhance the organisation's capability to anticipate and respond proactively to national and international threats</i></p>	<p>- National Critical Infrastructure Security Plan</p> <p>- 100% achievement of needs analysis of the Garda organisation's Counter Terrorist training requirements</p> <p>- 100% participation in approved international/national training programmes</p> <p>- 100% of major emergency plans reviewed and updated</p>	<p>1. Review Major Emergency Plan in 2008</p> <p>2. Disseminate Major Emergency Plan to each District</p> <p>3. Participate in training, eg. Table Top exercises as arranged by Divisional Inspector.</p>	<p>6. Completion of review by <b>end Q. 2</b></p> <p>7. No of members briefed on Major Emergency Plan by <b>end of Q. 2</b></p> <p>8. No of training exercises each <b>Q.</b></p>
<p><b>Divisional Outcome:</b> <i>All threats against the State's national and international security contained</i></p>			

## Goal Two – Crime

*- To significantly reduce the incidence of crime and criminal behaviour*

Process Owners: Each District Officer

National Actions	National Performance Indicator	Divisional Actions	Divisional Performance Indicator
<p><b>2.1.</b> Complete and implement the National 'Crime Reduction and Prevention Strategy'</p>	<ul style="list-style-type: none"> <li>- Strategy Completed.</li> <li>- National Implementation commenced</li> </ul>	<p>1. Implement the National Crime Prevention Strategy as it pertains to this Division.</p>	<p>9. Strategy fully implemented within the Division by Q4. 10. CPO to hold 2 crime prevention seminars (1 Fraud related and 1 on Personal Safety – by Q.3 11. CPO to issue a minimum of 12 crime prevention messages to local media – each Q. 12. Risk assessments to be carried out by CPO by Q.1</p>
<p><b>2.2.</b> Enhance the Forensic and Investigative capability of An Garda Síochána</p>	<ul style="list-style-type: none"> <li>- Evaluation of Scenes of Crime pilot in each Region completed</li> <li>- Accredited training in Scenes of Crime in each Division developed</li> <li>- Regional Forensic Seminar conducted (one per Region)</li> <li>- Forensic Advisory Forum completed</li> <li>- Preparation for establishment of DNA Database completed</li> <li>- Establishment of Crime Scene Investigation Teams in each Garda Division Completed.</li> <li>- 5% Increase in number of primary detections as a result of forensic examination and identification.</li> </ul>	<p>1. Attendance of Divisional Scenes of Crime Unit at the scenes of all serious crimes.</p> <p>2. All identifiable marks to be forwarded for Forensic Examination.</p>	<p>13. Maintain Strength of the Scenes of Crime Unit – (1 Sgt. &amp; 4 Gardai) 14. 100% of Burglary scenes examined by S.O.C. 15. ISO 9001: 2002 accreditation, achieved in 2007, to be maintained. 16. 1 member from the Division to undergo training in interviewing persons with special needs (Specialist Interviewers) 17. 3 member from the Division to undergo Detective Training. 18. 5% increase in the number of detections achieved as a result of forensic examinations. 19. 100% of arrested persons photographed and fingerprinted – where legal authority exists. 20. Divisional training programme established - footprint marks 21. SOCE personnel to attend CPD classes to increase awareness of Forensic capability. 22. 100% of Firearms card holders trained in the year.</p>
<p><b>2.3.</b> Proactively target groups and individuals engaged in gun crime</p>	<ul style="list-style-type: none"> <li>- Tactical training provided for all certified and authorized firearms personnel</li> <li>- Second-Tier Firearm Response Units established and deployed.</li> <li>- 5% increase in Operation Anvil Firearm prevention patrols.</li> </ul>	<p>1. Ensure that all firearms card holders receive appropriate training</p> <p>2. Weekly review of Operation Anvil carried out by Divisional and District management teams.</p> <p>3. Liaise with PSNI to enhance intelligence on cross border gun crime gangs.</p>	<p>23. Intelligence led and targeted weekly operational Anvil Plan developed and actioned.</p> <p>24. No of Garda/PSNI Cross Border meetings by end each Q.</p>
<p><b>Divisional Outcome: Overall Crime reduced by 2% &amp; Overall detection rate increased by 2%</b></p>			

## Goal Two – Crime – continued -

### Process Owners: Each District Officer

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicator
<p><b>2.4.</b></p> <p>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</p>	<p>Intelligence-led operations against drug, gun and human trafficking networks</p> <p>- 5% increase in intelligence-led operations against street level drug dealers.</p> <p>- Relevant sections of the National Drugs strategy implemented</p>	<p>1. Identify and profile the top 3 individuals/groups engaged in these activities.</p> <p>2. Prioritise and target the individuals/groups identified.</p> <p>3. Review and enhance intelligence led operations to prevent the illegal trafficking of drugs.</p> <p>4. Carry out cross border operation to intercept illegal trafficking of immigrants.</p> <p>5. Increase drug seizures</p> <p>6. Maintain secondary School visits (S.P.H.E. programme) in line with National Drugs Strategy -</p>	<p>25. No of profiles completed on individuals / groups in each Q.</p> <p>26. 5% increase in Sec. 3 Misuse of Drugs Act detections - Q4</p> <p>27. 5% increase in Section 15, Misuse of Drugs Act detections - Q4</p> <p>28. 5% increase in drugs searches of premises - Q4</p> <p>29. No of cross border operation (illegal immigrant trafficking) - Each Q.</p> <p>30. The number of S.P.H.E. (Social Personal and Health Education) secondary school visits - each Q</p>
<p><b>2.4.</b></p> <p><b>Enhance the Garda Síochána's serious crime investigations capability</b></p>	<p>The national deployment of 15 serious crime investigation officers completed.</p> <p>Suite of world-class standard operating procedures for the investigation of serious crime developed and deployed</p>	<p>1. Further develop the Divisions capability in the investigation of serious crime</p>	<p>31. 1 member of Inspector rank in the Division to undergo training as a SIO – Q.4.</p> <p>32. 2 members from the Division to be trained as Criminal Asset Profilers – Q.4.</p> <p>33. 1 member from the Division to undergo training in incident room management – Q.4.</p> <p>34. Nominate 1 member from the Division to undergo training in Fraud Investigation – Q.2.</p>
<p><b>2.5.</b></p> <p>Maximise the Garda Síochána intelligence gathering and management capability to target, prevent and solve crime.</p>	<p>- 10% increase in the number of registered intelligence sources</p> <p>- 10% increase in the number of intelligence reports submitted</p> <p>- Four Criminal Intelligence Officers forums convened per Region.</p> <p>- 20% increase in the number of trained Divisional Criminal Assets Profilers</p> <p>- Analysis Centre at Garda Headquarters established</p> <p>- Analytical service supporting National Support Services and Headquarters established</p> <p>- Analytical service supporting regions established</p>	<p>1. All Divisional units to receive intelligence awareness briefing once per quarter with a view to increasing awareness and proactively engaging in intelligence gathering to enhance the CHIS system.</p> <p>2. District Crime Units to enhance their engagement with neighboring Districts within and outside the Division.</p> <p>3. Nominate one person per District for training as a criminal assets profiler</p> <p>4. Establish liaison in each District with Social Welfare and Revenue Officials to enhance the profiling of criminal assets.</p>	<p>35. One briefing session within the Division per quarter involving Divisional, District Crime Units, Collator and CHIS operatives.</p> <p>36. Divisional CHIS to give monthly briefing to CPD classes – Each Q</p> <p>36. 50% increase in Covert Human Intelligence Sources sent for assessment. Q.4</p> <p>37. No of targets profiled in the Division per Q.</p> <p>38. 10% increase in PULSE intelligence reports by each Q.</p> <p>39. No of inter District Crime Unit meeting per Q.</p> <p>40. One criminal asset profilers allocated in each District</p> <p>41. No of profiles prepared and submitted to DPP in respect of indictable Drugs cases.</p> <p>42. No of District where links have been established per Q.</p>

<p><b>2.6.</b> Develop National &amp; Regional Crime Analysis Capability</p>	<p>Deploy Divisional Crime Managers in each Division to prepare monthly crime reports, monitor and analyse crime trends and to identify areas with high numbers of incidents</p>	<p>1. Facilitate the deployment of the Divisional Crime Manager.</p>	<p>43. Divisional Crime Manager to prepare the required reports and analyse emerging trends and identify areas recording high volume incidents.</p>
<p><b>2.6.</b> Proactively Target high-volume and high-impact crime including domestic violence and sexual crime</p>	<p>-High Volume Crime Reduced by 2% - Senior investigation officers utilised in the investigation of high-impact crime - Officer from Domestic Violence and Sexual Assault Investigation Unit (DVSAIU) appointed as liaison with COSC - The National Office for the Prevention of Domestic, Sexual and gender-based violence - Quarterly meetings held between DVSAIU management and COSC management to enhance the services provided to victims of domestic violence and sexual crimes</p>	<p>1. Each District to develop specific action plans to reduce, prevent and detect crime in the following categories: 2. Theft from Shops. 3. Theft Other. 4. Fraud. 5. Burglary. 6. Theft from MPV 7. Criminal Damage</p>	<p>44. District Action plans prepared by 29/02/08  45. 5% reduction achieved (Thefts from Shops). 46. 2% reduction achieved (Theft Other) 47. 2% reduction achieved (Fraud) 48. 2% reduction achieved (Burglary) 49. 5% reduction achieved (Theft from MPV) 50. 5% reduction achieved (Criminal Damage) 51. Overall detection rate increased by 2% 52. All headline crime reduced by 2%  53. Enhance implementation of the Domestic Violence Intervention Policy  54. S.I.O. deployed in all appropriate cases.</p>
<p><b>2.7</b> Manage the risk posed by sex offenders</p>	<p>- Monitor sex offenders to ensure their compliance with terms of the Sexual Offenders Act 2001 Each Q. - Utilise community Gardaí to monitor the movement of sex offenders Each Q. - Monitor, in conjunction with external police forces, the arrival of high risk sex offenders into the state Each Q. - Liaise with Internet Service providers to develop reduction strategies in relation to the availability of</p>	<p>1. Divisional Inspector to conduct bi monthly inter agency meetings with Probation Service and District Risk Managers to monitor sex offenders compliance with statutory provisions. 2. Appoint one Garda District Risk Manager in each District to coordinate implementation of sex offenders risk management plans. 3. All additional sex offenders identified and allocated to the district Risk Manager.</p>	<p>55. No of bi monthly inter agency meetings each half year Q. 2 &amp; Q4  56. No of Districts who have appointed District Risk Managers Q. 2  57. Every listed sex offender monitored by District Risk Manager. Each Q.</p>



	<p>child pornography on the internet Each Q.</p> <ul style="list-style-type: none"> <li>- Conference with the probation and Welfare Service and external police forces held Q.1</li> <li>- Seminars for inspectors to familiarize them with legislative changes held Q. 2 &amp; 3</li> </ul>		
<b>Divisional Outcome: Overall Crime reduced by 2% &amp; Overall detection rate increased by 2%</b>			

### Goal Three – Traffic

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

Process Owner: Each District Officer & Insp. P. Mc Morrow

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicator
<p><b>3.1.</b> Targeted enforcement of Road Traffic and Road Transport Legislation</p>	<p>-10% increase in detections for Driving while intoxicated, speed and road transport offences achieved</p> <p>-5% increase in Seat Belt Detection achieved</p> <p>-5% reduction in Fatal and Serious Injury Traffic Collisions achieved</p>	<p>1. Prepare quarterly report identifying locations within the Division having high volume incidents for poor driver behaviour.</p> <p>2. Prepare and implement Divisional Traffic Action Plan in consultation with stakeholders.</p> <p>3. Increase detections in use of mobile phone while driving.</p> <p>4. Increase excessive speed detection</p> <p>5. Increase drunk driving detections</p> <p>6. Increase detections for failure to comply with seat belt legislation.</p> <p>7. Reduce number of Fatal &amp; Serious Injury Accidents by 5%</p>	<p>58. Complete report by end of each Q</p> <p>59. Divisional Action Plan complete by Q1</p> <p>60. Continue Garda / PSNI Traffic Policing co-operation and joint targeted operation.</p> <p>61. No of Detections in mobile phone offences each Q</p> <p>62. 10% increase in Speeding detections – each Q</p> <p>63. No of Drink driving detections to be maintained – each Q</p> <p>64. No of Detections in Non-wearing of seatbelts – each Q</p> <p>65. 5% reduction in Fatal and Serious Injury Traffic Collisions achieved – each Q</p> <p>66. No of Fatal Accidents – each Q</p> <p>67. No of Serious Injury Accidents – each Q</p>
<p><b>3.2.</b> Targeted Intelligence Led Operations against Offending Young Drivers</p>	<p>- 10% Reduction in Fatal and Serious Injury Traffic Collisions involving drivers in the 17-26 year age group</p>	<p>1. Prepare an action plan to police the driving activity of cross border motor cyclist groups.</p> <p>2. Target hot spots where offending young drivers congregate.</p>	<p>68. Completed report by end Q.1</p> <p>69. One operation per quarter per District designed to specifically target offending behavior of young drivers.</p>
<p><b>3.3.</b> Increase Organisational Capability in Traffic Policing</p>	<p>-Garda Traffic Corps strength increased to 1200 role specific training provided.</p> <p>-Vehicles allocated to Traffic Corps in line with planned transport model</p>	<p>1. Deploy additional manpower and transport to Divisional Traffic Unit in line with national Traffic policy.</p>	<p>70. Divisional Traffic Unit increased in line with National Plan.</p> <p>71. Nominate 15 Traffic Corps members to undergo training in HGV offence enforcement</p>
<p><b>Divisional Outcome: Safer Roads in Ireland</b></p>			

### Goal Three – Traffic – continued

Process Owner: Each District Officer & Insp. P. Mc Morrow

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicator
<b>3.4.</b> Utilise automated technology to enhance Traffic Operations	- 100% review of existing Collision Prone Zones achieved and disseminated by Garda National Traffic Bureau. - Managed the outsourcing of the provision and operation of Safety Cameras - Business case developed for Automated Number Plate recognition/speed monitoring systems installation in 100 Garda vehicles	1. Carry out a detailed Review of Collision Prone Zones within this Division 2. Utilise automated speed detection devices	72. Review of Collision Prone Zones completed, plans developed and actioned <b>Q.3.</b> 73. 5% increase in speed checks performed by Divisional Traffic Unit 74. Increase by 5% the number of speed check points conducted by non-Traffic personnel 75. One visit per District per quarter completed for Primary Schools in 2008 - <b>Q.4</b>
<b>3.5.</b> Promote Road Safety	- Complete and implement Garda Road Safety Awareness Communications Programme - 10% increase in Road Safety Promotion information achieved in schools and colleges.	1. Divisional Traffic Unit personnel to accompany local District personnel to primary schools for visits relating to traffic. 2. Divisional Traffic Unit to deliver traffic awareness programme to secondary schools in each District.	76. One visit per District per quarter completed for Secondary Schools in 2008 - <b>Q.4</b>
<b>3.6.</b> Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy	- Number of road safety initiatives completed in association with the Road Safety Authority <b>Each Q</b> - Number of traffic management initiatives completed in association with other stakeholders <b>Each Q</b>	1. Engage with relevant stakeholders – Monaghan and Cavan County Councils in developing road safety initiatives. 2. Establish a Road Safety Team in each District to include a local Sergeant and Traffic Sergeant. 3. Engage with local media on traffic related issues.	77. Bi monthly meetings with relevant stakeholders in each District. <b>Q.2 &amp; Q.4</b> 78. Each District to establish a Road Safety Team by <b>Q.1.</b> 79. Traffic Inspector to brief media on Traffic related operations, on Bank Holiday weekends during Ulster Football Championship Campaign.
<b>Divisional Outcome: Safer Roads in Ireland</b>			

## Goal Four – Public Order

**To significantly reduce the incidence of public order and anti social behaviour in our communities**

**Process Owner: Each District Officer & Insp. B. Cadden**

<b>Actions</b>	<b>Performance Indicator</b>	<b>Divisional Actions</b>	<b>Divisional Performance Indicator</b>
<b>4.1</b> Proactively target groups and individuals involved in anti-social behaviour	- 10% increase in the number of targeted Public Order Patrols achieved  - 15% increase in the number of arrests for incidents of public order disorder achieved  - number of Behaviour Warnings issued under the Criminal Justice Act 2006  - Number of Good Behaviour Contracts issued	1. Increase in the number of targeted Public Order Patrols  2. Increase in the number of arrests for incidents of public order disorder achieved 3. Seeks ASBOS in appropriate cases 4. Number of Behaviour Warnings issued under the Criminal Justice Act 2006  5. Seek good behaviour contracts in appropriate cases	80. 10% increase in the number of targeted Public Order Patrols achieved – <b>each Q</b>  81. 15% increase in the number of arrests for incidents of public order disorder achieved – <b>each Q</b>  82. 10% increase in the number of ASBOS applied for 83. 10% increase in number of Behaviour Warnings issued under the Criminal Justice Act 2006  84. Consideration given to seeking a good behaviour contract in appropriate public disorder cases – <b>each Q</b>
<b>4.2.</b> In consultation with Community, Statutory and elected representatives identify and Target local Public Order and Anti-Social Behaviour 'Hot Spots' through weekly reviews and put in place responsive actions and plans	- 100% of all locally identified 'Hot Spots' targeted through specific operational plans  - 5% reduction in incidents of Assault and Public Disorder  - The number of people prosecuted under the Firearms and Offensive Weapons Act 1990	1. Identify all Hot Spots in Division 2. Monthly Divisional review of operational plans to combat public disorder 3. Reduce the number of public order incidents and assaults by 5%  4. Increase the number of persons prosecuted under the Firearms and Offensive weapons Act	85. Each District to identify Hot Spots – <b>Q1</b> 86. Public Order review once a month at Divisional Accountability Framework meetings – <b>each Q</b> 87. 5% decrease in all assault incidents – <b>each Q</b> 88. 5% decrease in the number of Public Order incidents  89. 5% increase in the number of people prosecuted under F.O.W. Act – <b>Q. 4</b>
<b>Divisional Outcome : To increase the 'Feeling of Public Safety' by 2% - 5% reduction in incidents of Public Disorder</b>			

## Goal Four – Public Order – continued

**Process Owner: Each District Officer & Insp. B. Cadden**

4.3. Enforce the law in relation to alcohol and drug related Anti Social Behaviour	- 5% Reduction in incidents of Criminal Damage	1. Each District to establish a District plan to reduce the opportunities for this type of behaviour.	90. 10% increase in inspections of licensed premises. 91. 10% increase in offences relating to liquor licensing. 92. 5% decrease in Criminal Damage incidents.
4.4. Maximise the use of CCTV technology	- Number of CCTV Systems commissioned  - 10% additional locations for Garda CCTV schemes identified	1. Each District to nominate one area appropriate for new/increased C.C.T.V. by Q.1.  2. Forward application – by Q.2.	93. One area nominated per District for C.C.T.V. coverage by Q.1.  94. Application forwarded by Q.2.
4.5. Conduct an analysis of the findings of Public Attitudes Survey 2007 with a view to developing initiatives to address Feeling of Safety issues	- Strategy developed and implemented to address analysis findings	1. Conduct analysis of the Public attitude survey to establish findings relevant to this Division	95. Districts of Monaghan & Cavan in conjunction with Garda Research Unit – Divisional CPD Trainers will utilise Student / Probationer Gardai to conduct Public Attitudes Survey – Q. 3. & Q. 4. 96. Monitor complaints made to the Garda Ombudsman Commission which relate to Cavan / Monaghan Division.
<b>Divisional Outcome : To increase the 'Feeling of Public Safety' by 2% - 5% reduction in incidents of Public Disorder</b>			

## Goal Five – Ethnic & Cultural Diversity

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

Process Owner: Each District Officer & Insp. N. Cunningham

Actions	Performance Indicator	Divisional Actions	Divisional Performance Indicator
<b>5.1.</b> Develop a Garda Diversity Strategy	- Garda Diversity Strategy developed and implemented by Q.1.	1. Implement the Garda Diversity Strategy as it pertains to this Division	97. Action the relevant elements of the National Diversity strategy
<b>5.2.</b> Ensure the Garda Síochána is an organisation representative of the community it serves	-Two marketing campaigns focusing on recruitment from Ethnic and Minority Groups completed <b>Q1 &amp; Q3</b> -5% of new entrants to An Garda Síochána from ethnic minority communities(full time/reserves/civilian support staff)	1. Upon recruitment drive (Garda Reserve or regular service), an information day will be held within each District to cater for, and answer queries from, interested members of new communities.	98. Divisional information day on Garda recruitment held within each District within one month of a national Garda recruitment drive.
<b>5.4.</b> Develop effective policing approaches for minority and marginalised groups and communities	- Best practice guidelines for delivery of a policing service to a specific minority group developed and deployed by <b>Q1</b>	1. Fully investigate every purported racist incident	99. 100% of racist incidents fully investigated
<b>5.5.</b> Enhancement of the Garda Síochána Ethnic and Cultural Services	- 100% of Community Gardai trained as Ethnic Liaison Officers	1. 100% of Community Gardai within the Division trained as Ethnic Liaison Officers 2. Deploy ethnic liaison officers on all regular units in the Division	100. 100% of Community Gardai within the Division trained as Ethnic Liaison Officers – <b>Q.4</b> 101. Two Gardai trained as Ethnic Liaison Officers in each District within the Division by the <b>end of Q 4</b> 102. Each District to hold monthly meetings with Culturally Diverse Groups
<b>Divisional Outcome: Public confidence increased by 2%</b>			

## Goal Six – Community Engagement

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

**Process Owner: Each District Officer Insp. F. Mc Tierman & Sergeant N. Harraghy**

<b>Actions</b>	<b>Performance Indicator</b>	<b>Divisional Actions</b>	<b>Divisional Performance Indicator</b>
<b>6.1.</b> Develop and implement the Garda Síochána National Model of Community Policing	- Development of the National Model of Rural and Urban Community Policing completed <b>Q.1.</b> - Implementation of the national Model of Rural and Urban Community Policing completed <b>Q2,3 &amp; 3</b>	1. Implement the Garda National Model of Community Policing as it pertains to this Division 2. Review the numbers allocated to Community Policing	103. Action the relevant elements of the National Model of Community policing in each District 104. Review to be carried out by <b>Q.1</b>
<b>6.2.</b> Implement policy relating to Neighbourhood Watch/Community Alert schemes	- A Neighbourhood Watch/Community Alert committee established in every Garda Division - A Neighbourhood Watch/Community Alert committee established in every Garda District. - 100% of existing Neighbourhood Watch/Community Alert Schemes reviewed - All issues identified in the reviews to be addressed in Divisional and District Plans	1. Carry out a review on the status of Neighbourhood Watch scheme in each District by <b>Q.1</b> 2. Establish a Divisional Neighbourhood Watch / Community Alert Committee by <b>Q.2.</b> 3. Establish a District Neighbourhood Watch Committee by <b>Q.2.</b>	105. Each District to produce a review by <b>Q.1.</b> 106. Action the recommendations set out in the review by <b>Q.2.</b> 107. Increase Neighbourhood Watch schemes by one per District. 108. Divisional Neighbourhood Watch / Community Alert Committee established by <b>Q.2.</b> 109. Divisional Committees to hold a meeting each Q when established – Each Q. 110. District Neighbourhood Watch / Community Alert Committee established in each District by <b>Q.2.</b> 111. District Committees to meet monthly when established – each Q.
<b>6.3.</b> Implement the Garda Youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	- Seven additional Juvenile officers appointed - Identify suitable locations for the further development of the Garda Youth Diversion Projects in consultation with the Irish Youth Justice Service	1. Implement Youth Strategy as it pertains to this Division 2. Identify a District in which to establish a Youth Diversion project. 3. Increase primary school visits on 2007 figures. 4. Increase secondary school visits on 2007 figure.	112. Action the Youth Strategy Plan when introduced Juvenile Drug Referral Scheme. 113. District to be identified by <b>Q. 2</b> 114. 10% increase on School visits – each Q 115. 10% increase on school visits Secondary – each Q

**Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Ireland**

## Goal Six – Community Engagement – continued

**Process Owner: Each District Officer Insp. F. Mc Tiernan & Sergeant N. Harraghy**

<b>Actions</b>	<b>Performance Indicator</b>	<b>Divisional Actions</b>	<b>Divisional Performance Indicator</b>
<b>6.4.</b> Build and utilise our capability in the provision of victim related services	- 100% of crime victims notified in writing of the contact details of investigating Gardaí and of the availability of victim support services - Two trained Family Liaison Officers appointed in every Garda District - 100% utilisation of the services of Family Liaison Officers in the investigation of a fatality and in all other investigations as deemed appropriate by the District officer.	1. 100% of crime victims notified in writing of the contact details of the investigating Garda and of the availability of victim support services 2. Nominate a minimum of two members to be trained as Family Liaison Officers in each District by Q.2 3. Appoint a minimum of two trained family liaison officers by Q.2.	116. 100% of crime victims to be written to advising them of the availability of victim support services. - Each Q. 117. Two trained Family Liaison Officers appointed and trained in each District by Q2 118. Utilise the services of Family Liaison Officers in the investigation of 100% of incidents involving a fatality and in all other investigations as deemed appropriate by the District Officer 119. 100% attendance at all Joint Policing Committees meetings
<b>6.5.</b> Engage fully in Joint Policing Committees and local policing fora	- Chief Superintendents or Superintendents appointed to all Joint Policing Committees as appropriate - Recommendations from Joint Policing Committees to inform all Div and Dist Policing Plans	1. Appropriate Officers to attend every meeting of the Central Area Joint Policing Committee 2. All recommendations emanating from Joint Policing Committees to be actioned 3. Issues raised at the Central Area Joint Policing Committee members to inform Divisional and District Policing Plans 4. Engage with community interests to address complaints of intimidation	120. All recommendations emanating from Joint Policing Committees are assessed and actioned as appropriate 121. Solutions to issues raised at Central Area Joint Policing Committee members actioned within 6 weeks of them being raised 122. All complaints of intimidation made fully investigated.
<b>6.6.</b> Implement the Garda High Visibility Project	- 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 - Increase by 10% the no of High Visibility patrols in RAPID areas	1. Implement the Garda High Visibility project as it pertains to this Division 2. Nominate 10 members to be trained for Mountain Bike duty in the Division. 2. Increase foot patrols 3. Increase mobile marked patrols Mountain Bike patrols Marked Car – Marked Van – 4. Increase the number of high visibility patrols in RAPID areas	123. Action the relevant elements of the Garda High Visibility project 124. 10% increase in supervisory patrols (* bench mark) 125. 10% increase in Foot Patrols by Gardaí 126. 10% increase in Marked Car patrols 127. 10% increase in Mountain Bike patrols 128. 10% increase in Marked Van patrols 129. 5% increase in foot patrols in Cavan RAPID area
<b>Divisional Outcome: A Garda service that reflects the needs and priorities of the people of Ireland</b>			