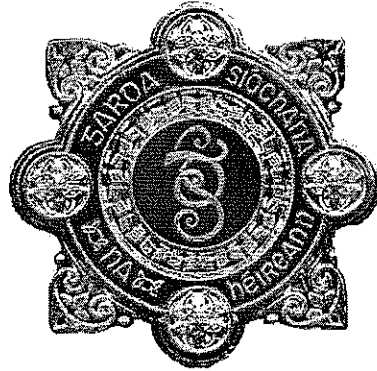


An Garda Síochána



Divisional Policing Plan 2006 Cork North Garda Division.

For further information contact:

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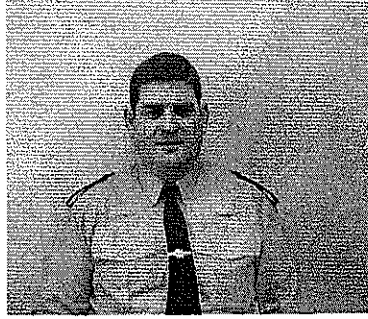
Divisional Policing Plan 2006 – Cork North Garda Division

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Divisional Policing Plan 2006 – Cork North Garda Division

CORK NORTH DIVISIONAL POLICING PLAN 2006



Foreword from the Cork North Divisional Officer.

The Cork North Garda Divisional Policing Plan sets out to achieve the objectives as outlined in the Garda Corporate Strategy document 2005-2007, in which we commit to “A Safer Ireland through Policing Excellence” and to achieve the twin imperatives of public confidence and public safety throughout this country.

We are tasked with the professional enforcement of the laws of our Country. We continually strive to deliver the high quality of service expected by the people of North Cork. Through the Public Attitude Surveys commissioned on behalf of the Gardaí, the Public have indicated to us what they consider should be our policing priorities. This Policing Plan for North Cork sets out our priorities and objectives for 2006. It sets clear directional markers on how we will tackle National Security, Crime, Traffic, Public Safety, Public Confidence and Ethnic and Cultural Diversity and many other issues of vital importance to our communities.

The purpose of this year’s plan is

- Address the priorities in the Garda Attitude Survey.
- Address policing priority requirements set by Government.
- Identify what needs to be done to match these customer needs.
- Set measurable targets that can be monitored.
-

These targets are set out in this document

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

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

M. A. MCGARRY
CHIEF SUPERINTENDENT

An Garda Síochána Strategic Goals 2006

1. **National/International Security** - To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.
2. **Crime** - To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.
3. **Traffic** - To reduce the incidence of fatal and serious injury collisions and improve traffic flow.
4. **Public Safety** - To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.
5. **Public Confidence** - To improve confidence in An Garda Síochána.
6. **Ethnic and Cultural Diversity** - To build the capability of An Garda Síochána to full fill the emerging policing needs of our diverse ethnic and multi-cultural communities.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL ONE - NATIONAL/INTERNATIONAL SECURITY:

To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.

National Actions	National Performance Indicators
<ul style="list-style-type: none"> ▪ Initiate intelligence-led operations against the various factions within dissident republican groups. 	Number of Garda operations commenced. Number of prosecutions initiated.
<ul style="list-style-type: none"> ▪ Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána. 	The implementation of the national Covert Human Intelligence System (CHIS). Number of Gardai trained in CHIS. Number of crime analysts employed. Volume of intelligence gathered/exchanged
<ul style="list-style-type: none"> ▪ Develop initiatives aimed at identifying, preventing and/or disrupting the activities of radical Islamic extremists 	Number of initiatives developed. Number of operations commenced. Number of Garda members operating on external borders. Number of international seminars/conferences and training programmes attended
<ul style="list-style-type: none"> ▪ Develop and maintain the exchange of intelligence between An Garda Síochána and Law Enforcement and security agencies worldwide. 	Volume of intelligence exchanged. Number of European Arrest Warrants sought and received. Number of partnership arrangements in place/developed. Number of briefings to the Department of Justice, Equality and Law Reform. Number of threat assessments prepared. Number of meetings with international partners.
<ul style="list-style-type: none"> ▪ Provide specialist assistance to Regional Commissioners against selected targets on an intelligence-led basis. 	Number of operations mounted in each Garda Region. Number of arrests of subversive/terrorist suspects. Quantity of arms/explosives seized. Number of briefings provided to Regional Commissioners by Crime and Security Section.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL ONE - NATIONAL/INTERNATIONAL SECURITY:	
To reduce the threat of subversive and terrorist activity through intelligence-led policing and International cooperation	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Initiate intelligence-led operations against the various factions within dissident republican groups. 	<p>Number of Garda operations commenced. Number of prosecutions initiated.</p>
<ul style="list-style-type: none"> ▪ Develop and improve the quality of intelligence by broadening the intelligence source base in all sections of An Garda Síochána. 	<p>The implementation of the national Covert Human Intelligence System (CHIS). Number of Gardai trained in CHIS.</p>
<ul style="list-style-type: none"> ▪ Ensure that persons visiting the Division who are considered a security risk are afforded a level of security in keeping with the risk assessment involved. 	<p>Number of security operations put in place for visiting V.I.P.S and dignitaries</p>
<ul style="list-style-type: none"> ▪ District Officers & Inspectors will brief all members deployed on such operations. 	<p>Number of briefing sessions held.</p>
<ul style="list-style-type: none"> ▪ Members of the Divisional force will continue to collect, analyse and disseminate information and intelligence on all known subversive organisations and subversives in the Cork North Division. Increase intelligence reports and C.77's by 5% 	<p>Number of criminal intelligence reports generated Number of C77's submitted.</p>
<ul style="list-style-type: none"> ▪ Liaise with Detective branch personnel in Southern Region and Garda Headquarters to monitor the movements of known subversive elements. 	<p>Number of meetings held</p>
<ul style="list-style-type: none"> ▪ Assist national and regional units in the collating of intelligence and carrying out enquiries at local level. 	<p>Number of enquiries carried out.</p>
<ul style="list-style-type: none"> ▪ Appoint members of Sergeant/Garda Rank to receive training on informant handling. 	<p>Number of members trained.</p>
<ul style="list-style-type: none"> ▪ Information Handlers to register all sources of information in accordance with the Intelligence Source Managements System 	<p>Number of sources registered.</p>
<ul style="list-style-type: none"> ▪ Review threat assessments / security on vital buildings and installations in the Division. 	<p>Number of Risk assessments/crime prevention advice given/undertaken.</p>

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME

To reduce the incidence of organised crime, drug related and serious crime and criminal behaviour.

National Actions	National Performance Indicators
<ul style="list-style-type: none"> ▪ Identify and profile, at divisional level, the main individuals/groups engaged in: organised/ serious crime and drug-related crime. 	Number of individuals/groups profiled. Monthly review of profiles carried out by Divisional Officers. Number of intelligence reports on the targeted individuals/groups. Number of regional threat assessments prepared.
<ul style="list-style-type: none"> ▪ Implement the Code of Practice for the management of Covert Human Intelligence Sources.(CHIS) 	Dissemination of Code of Practice to all members of the service. Number of Garda personnel trained at each level. Number of intelligence bulletins issued by Criminal Intelligence Officers (CIOs).
<ul style="list-style-type: none"> ▪ Further develop criminal intelligence capability at Divisional/District level. 	Criminal Intelligence Officer (CIO) will disseminate a monthly Intelligence Bulletin to stations within his/her division. Number of briefings of members of the divisional staff by the CIO. Identify and seek to build partnerships with appropriate external stakeholders.
<ul style="list-style-type: none"> ▪ Further develop crime investigation management capability. 	Development of specific courses in crime investigation management. Number of personnel who completed these courses. Development of a DNA database in association with the Forensic Science Department of An Garda Síochána and the Department of Justice, Equality and Law Reform.
<ul style="list-style-type: none"> ▪ Reduce the incidence of crime by 2% and increase detection rates by 2%. 	Number of headline crimes recorded and the percentage detected. Number of non-headline crimes recorded and the percentage detected. Number of targeted operations to reduce specified headline crimes. Number of domestic violence incidents/breaches of Court orders.
<ul style="list-style-type: none"> ▪ Conduct risk assessments of high risk/vulnerable targets in each division. 	Number of risk assessments carried out which are followed up with appropriate crime prevention advice. Number of persons provided with crime prevention advice after assessment.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME

To reduce the incidence of organised crime, drug related and serious crime and criminal behaviour

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Identify and target the top ten most active crime/drug suspects in each District. 	Number of Individuals identified & targeted. Number of intelligence reports on such individuals
<ul style="list-style-type: none"> ▪ Implement the Code of Practice for the management of Covert Human Intelligence Sources.(CHIS) 	Dissemination of Code of Practice to all members of the service. Number of Garda personnel trained at each level.
<ul style="list-style-type: none"> ▪ Develop our crime analysis capability through the use of crime mapping and analysis technologies. This will be used to develop intelligence led strategies and operations in the Division. 	Number of high crime areas identified by pin mapping. Number of special operations put in place.
<ul style="list-style-type: none"> ▪ Promote an environment where there is close liaison between all sections and stations in the Division so that all information / intelligence is utilised to its maximum potential. 	Number of joint crime initiatives undertaken in the Division.
<ul style="list-style-type: none"> ▪ National Drugs Strategy 2001-2008. Maintain level of liaison with Southern Health Board, G.N.D.U, C.A.B. and Customs. 	Number of meetings held.
<ul style="list-style-type: none"> ▪ Juvenile Liaison Officers (JLOs) within the Division will ensure that the Children Act 2001 and the Restorative Justice Programme under the act is fully implemented. 	Number of formal, informal and restorative cautions under the Act.
<ul style="list-style-type: none"> ▪ Sergeants in charge and Area Administrators will ensure that monthly bulletins disseminated by the Criminal Intelligence Officer are up-to-date and available for members going on operational duties. 	Number of Bulletins issued.
<ul style="list-style-type: none"> ▪ Criminal Intelligence Officer will endeavour to brief members parading at District H.Q. in Division. 	Number of briefings with CIO
<ul style="list-style-type: none"> ▪ Reduce Headline Crime in the Division by 2% and increase detection rate by 2%. 	Number of headline crimes recorded and the percentage detected.
<ul style="list-style-type: none"> ▪ Reduce residential burglaries in Division by 5% and increase detection rate by 2%. 	Number of burglaries recorded and percentage detected.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL TWO - CRIME

To reduce the incidence of organised crime, drug related and serious crime and criminal behaviour

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Enforcing Laws relating to Drugs increase number of detections by 5% 	Number of detections for breach of Section 3 MDA Number of detections for breach of Section 15 MDA
<ul style="list-style-type: none"> ▪ Enforce licensing laws and in particular laws in relation to underage drinking. Increase detection rate by 10% 	Number of prosecutions for Licensing Laws and in particular Sections 31, 32 and 33 of Intoxicating Liquor Act.
<ul style="list-style-type: none"> ▪ Review the operations of the Divisional Scenes of Crime Investigation Unit based at Cobh. 	Number of Scenes examined. Number of positive 'hits' achieved.
<ul style="list-style-type: none"> ▪ Nominate members in the eight principal stations in the Division to undergo training in the taking of finger, palm and footprints thus increasing the number of donor and Section 28 CJA Finger & Palm prints taken. 	Number of donor prints taken. Number of Section 28 CJA Prints taken.
<ul style="list-style-type: none"> ▪ Afford members the opportunity to avail of training and experience in Incident Room Management during major investigations throughout the division. 	Number of members trained.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL THREE - TRAFFIC

To reduce the incidence of fatal and serious injury collisions and improve traffic flow.

National Actions	National Performance Indicators
<ul style="list-style-type: none"> ▪ Traffic Corps will spend 20% of duty time patrolling on single-lane carriageways at collision-prone locations. 	<p>Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at collision-prone locations.</p>
<ul style="list-style-type: none"> ▪ Increase arrest rate for driving while intoxicated by 15% in 2006. 	<p>Number of arrests for driving while intoxicated per Division per month. Number of breath-tests per division per month.</p>
<ul style="list-style-type: none"> ▪ Traffic Corps will spend 30% of duty time on speed enforcement. 	<p>Percentage of Traffic Corps duty time spent on speed enforcement. Increase speeding detections by 15%.</p>
<ul style="list-style-type: none"> ▪ Gardaí will spend 20% of duty time on static, high-visibility vehicle checkpoints. 	<p>Percentage of Traffic Corps duty time spent on static, high-visibility checkpoints. Percentage of non-Traffic Corps Garda duty time spent on static, high-visibility checkpoints.</p>
<ul style="list-style-type: none"> ▪ Educate road users through radio/TV broadcasts, and road shows. 	<p>Arrange for two road shows per division during 2006. One weekly road safety broadcast on each local radio station in each division. Road safety will be featured on six Crimecall programmes in 2006.</p>
<ul style="list-style-type: none"> ▪ Traffic Corps units will spend 10% of duty time on covert road traffic policing. 	<p>Percentage of Traffic Corps duty time spent on covert road traffic policing. Increase detections for dangerous driving related offences by 15%.</p>
<ul style="list-style-type: none"> ▪ Establish a benchmark for each Division regarding the time spent by Gardaí dealing with traffic management. 	<p>Percentage of Traffic Corps duty time spent on traffic management in each division. Garda time spent on traffic duties at peak periods and at special events (e.g. Operation Freeflow etc.) Number of static high-visibility vehicle checkpoints carried out by non-Traffic Corps Gardaí per Division per month.</p>
<ul style="list-style-type: none"> ▪ Increase the strength of the Traffic Corps by 244 in 2006 with a proportionate increase in the transport allocation. 	<p>Number of additional members allocated to the Garda Traffic Corps per quarter.</p>

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL THREE - TRAFFIC

To reduce the incidence of fatal and serious injury collisions and improve traffic flow.

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Achieve a reduction in the incidents of fatal and serious traffic accidents in the Division over 2005 figures. 	Number of fatal traffic accidents in the Division. Number of serious injury traffic accidents,
<ul style="list-style-type: none"> ▪ Traffic Corps will spend 20% of duty time patrolling on single-lane carriageways at Collision Prone Locations.(CPLs) 	Percentage of Traffic Corps duty time spent patrolling single-lane carriageways at Collision Prone Locations (CPLs).
<ul style="list-style-type: none"> ▪ Traffic Corps will spend 30% of duty time on speed enforcement and increase detection rate by 15%. 	Percentage of Traffic Corps duty time spent on speed enforcement. Number of detections for speeding
<ul style="list-style-type: none"> ▪ Enforce Drink Driving legislation and increase detection rate by 15%. 	Number of arrests for driving while intoxicated per District during the month. Number of breath tests per District during the month.
<ul style="list-style-type: none"> ▪ Enforce Legislation non-wearing of Safety Belts and increase detection rate by 15%. 	Number of detections for non-wearing of Seat Belts.
<ul style="list-style-type: none"> ▪ Traffic Corps units will spend 10% of duty time on covert road traffic policing. 	Percentage of Traffic Corps duty time spent on covert road traffic policing. Increase detections for dangerous driving related offences by 15%.
<ul style="list-style-type: none"> ▪ Each District officer will ensure the prompt and efficient investigation of fatal accidents within their District, ensure best investigative procedures are applied and submit file to D.P.P. within 3 months. 	Number of investigation files submitted within the 3 month timeframe.
<ul style="list-style-type: none"> ▪ Promote Road Safety via school visits, educate youth on pedestrian and cycle safety. 	Number of school visits per District utilised to promote road safety.
<ul style="list-style-type: none"> ▪ There must be increased enforcement of Road Traffic legislation by all operational personnel and not solely traffic personnel. Increase detection rate by non traffic personnel by 15%. 	Number of detections by District Personnel for :- <ul style="list-style-type: none"> ▪ Speeding. ▪ Drunken Driving. ▪ Non-wearing of Seat Belts

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL THREE - TRAFFIC

To reduce the incidence of fatal and serious injury collisions and improve traffic flow.

Divisional Actions	Divisional Performance Indicators
▪ In conjunction with local media, (print and audio) promote Road Safety, highlight problems in particular areas and seek community support and co-operation in achieving targets set.	Number of publications/programmes utilised to promote Road Safety.
▪ In line with Government and national policy increase the strength of Divisional Traffic Corps.	Number of additional members appointed to Traffic duties per quarter.
▪ Enforce Road Transport legislation with particular emphasis on overweight vehicles.	Number of detections for overweight. Number of Road Transport detections.
▪ Enforce Section 41 legislation	Number of seizures of vehicles under Section 41.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL FOUR – PUBLIC SAFETY

To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.

National Actions	National Performance Indicators
<ul style="list-style-type: none"> ▪ Review deployment of Gardaí and methods of patrolling on a quarterly basis to reduce assaults. 	Number of reviews conducted at Divisional level. Decrease by 10% the number of assaults. Number of violent crimes* per 1,000 population and percentage detected. Number of prosecutions for public order offences.
<ul style="list-style-type: none"> ▪ Create a customer 'feeling of safety' index for year-on-year benchmarking. 	Achieve an 85% satisfaction rating in the Public Attitude Survey 2006. Achieve a 70% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in local neighbourhoods after dark'. Achieve an 85% rating in the Public Attitude Survey 2006 regarding 'feeling of safety in homes alone at night'.
<ul style="list-style-type: none"> ▪ Identify public disorder hot-spots in consultation with stakeholders and deploy resources accordingly. 	Number of public disorder hot-spots per division. Number of joint initiatives undertaken with stakeholders. Number of uniform foot patrols per quarter. Number of uniform cycle patrols per quarter. Number of uniform mobile patrols per quarter.
<ul style="list-style-type: none"> ▪ Utilise CCTV to enhance public safety. 	Percentage of Garda divisions with CCTV systems installed. Percentage increase in number of systems operational in 2006 (over 2005).

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL FOUR – PUBLIC SAFETY

To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Utilise Pin Mapping to review the levels of public disorder in each District and ensure that adequate resources are deployed at key times and hot-spot locations. 	Number of reviews conducted at District level. Number of detections for breaches of Sections 4, 5 6 & 8 Public Order Act. Number of hot spot areas identified.
<ul style="list-style-type: none"> ▪ Reduce serious and minor assaults by 10%. 	Number of detections and prosecutions for breach of Section 2 N.F.O.A.P.A. Number of detections and prosecutions for breach of Section 3 N.F.O.A.P.A
<ul style="list-style-type: none"> ▪ Utilise the provisions of the Intoxicating Liquor Act 2003 if necessary to address public disorder in the vicinity of licensed premises or fast food outlets. 	Number of closures orders obtained per District
<ul style="list-style-type: none"> ▪ Monitor premises where special exemptions are granted and object to extension of hours if premises are managed in a disorderly manner. 	Number of special exemptions objected to.
<ul style="list-style-type: none"> ▪ District Officers to meet with licensed traders to ensure a responsible attitude to serving of alcohol 	Number of meetings held.
<ul style="list-style-type: none"> ▪ District Officers to ensure uniform approach to enforcement of Liquor licensing legislation. ▪ Increase detection rate by 10%. 	Number of prosecutions for breaches of the licensing laws.
<ul style="list-style-type: none"> ▪ District Officers to ensure racially motivated incidents will receive specific attention and cognisance taken of any emerging trends. 	Number of racially motivated incidents.
<ul style="list-style-type: none"> ▪ Meet with interested parties to design out public disorder in areas where remedial work is required to prevent large groups congregating 	Number of meetings held with interested parties.
<ul style="list-style-type: none"> ▪ Examine with interested parties the feasibility of installing CCTV in the four principal towns in the division and in particular the R.A.P.I.D. towns of Mallow and Youghal 	Report on progress.

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL FIVE – PUBLIC CONFIDENCE

To improve confidence in An Garda Síochána.

National Actions	National Performance Indicators
<ul style="list-style-type: none"> ▪ Enhance our engagement with the community in preparation for full implementation of the Garda Síochána Act 2005. 	<p>Number of Continuous Professional Development courses which include a focus on the Garda Síochána Act 2005. A minimum of two public meetings per district per year. Number and type of networks developed to enhance public confidence.</p>
<ul style="list-style-type: none"> ▪ Increase Garda presence/visibility in public places. 	<p>Number of uniform foot patrols per quarter. Number of uniform cycle patrols per quarter. Number of uniform mobile patrols per quarter. Percentage of Garda management time on uniform outdoor supervisory duty. Number of Garda reserve members selected/trained.</p>
<ul style="list-style-type: none"> ▪ Provide an immediate response to emergencies. 	<p>Number of 999/112 calls answered within 20 seconds. 65% of emergency/priority one calls responded to within 15 minutes and 90% within 30 minutes. Number of complaints regarding emergency response service.</p>
<ul style="list-style-type: none"> ▪ Provide feedback to victims of crime. 	<p>Number of letters to crime victims generated by the PULSE system. Number of letters issued to burglary, robbery and assault victims (Sect. 2, 3 & 4 Non-Fatal Offences Act 1997) as a percentage of the total incidents of these crimes. Number of letters from crime victims responded to within 10 days. Increase, by 10%, the number of follow-up letters issued to crime victims regarding significant case developments.</p>
<ul style="list-style-type: none"> ▪ Target the most common sources/causes of complaints made against members of An Garda Síochána. 	<p>Reduce admissible complaints against An Garda Síochána by 5%. Number of conflict resolution training programmes provided for personnel, including management. Number of specific training programmes for selected Garda personnel who are subject of multiple complaints at Divisional level.</p>
<ul style="list-style-type: none"> ▪ Assess the quality of service provided to the public. 	<p>Conduct Public Attitude Survey 2006. Publish results of Public Attitude Survey by March 2006. Formulate an implementation plan to action areas for improvement.</p>

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL FIVE – PUBLIC CONFIDENCE

To improve confidence in An Garda Síochána.

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Enhance our engagement with the community in preparation for full implementation of the Garda Síochána Act 2005. 	<p>Number of Continuous Professional Development (CPD) courses which include a focus on the Garda Síochána Act 2005.</p> <p>A minimum of two public meetings per district per year.</p> <p>Number and type of networks developed to enhance public confidence.</p>
<ul style="list-style-type: none"> ▪ Increase Garda presence/visibility in public places. 	<p>Number of uniform foot patrols per quarter.</p> <p>Number of uniform mobile patrols per quarter.</p> <p>Percentage of Garda management time on uniform outdoor supervisory duty.</p>
<ul style="list-style-type: none"> ▪ Reduce number of complaints made against members of An Garda Síochána by 5%. 	<p>Number of complaints</p>
<ul style="list-style-type: none"> ▪ Increase the number of referrals to Victim Support groups by 5%. 	<p>Number of referrals offered.</p> <p>Number of referrals accepted.</p>
<ul style="list-style-type: none"> ▪ Ensure that follow up contact is made with victims of crimes informing them of the investigating members and the unique reference number so that they can enquire as to the progress of the investigation at any stage. 	<p>Number of follow ups.</p>
<ul style="list-style-type: none"> ▪ Participation in City and County Development Boards, RAPID, and local community-led schemes. 	<p>Number of committees and meetings attended.</p>
<ul style="list-style-type: none"> ▪ Ensure certification/validation of all PULSE entries within one month of the end of each quarter. 	<p>Analyse records available</p>
<ul style="list-style-type: none"> ▪ Increase timeliness of data entry on PULSE by 5%. 	<p>Analyse records available</p>
<ul style="list-style-type: none"> ▪ Increase the accuracy rate in PULSE data capture, via the PULSE Quality Board by 5%. 	<p>Analyse records available</p>
<ul style="list-style-type: none"> ▪ Ensure integrity of PULSE database by active supervisory review of records 	<p>Analyse records available</p>
<ul style="list-style-type: none"> ▪ Support recording of data at Garda Information Service, Castlebar - Pilot Non Networked Stations. 	<p>Number of incidents logged by non networked stations per quarter during pilot.</p>
<ul style="list-style-type: none"> ▪ Raise awareness of the quality of the service An Garda Síochána delivers. 	<p>Utilisation of local radio and print media.</p>
<ul style="list-style-type: none"> ▪ Maintain the financial strategy of adherence to the budgeted targets set while maintaining consistency with the achievement of best possible results without compromising operational efficiency and flexibility. 	<p>Monthly Audit of expenditure.</p>

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL SIX – ETHNIC AND CULTURAL DIVERSITY:

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

National Actions	National Performance Indicators
<ul style="list-style-type: none"> ▪ Develop a clear policy for consultation with cultural and ethnic minorities on policing and service provision on an ongoing basis. 	<p>Number of representatives of ethnic and cultural minorities on local Garda/Community committees. Bi-annual meetings with ethnic and cultural groups in divisions. Existence of policy document on consultation/communication with ethnic and minority groups. Satisfaction of members of ethnic minorities with Garda service measured through a national survey in 2006.</p>
<ul style="list-style-type: none"> ▪ Develop a multi-faceted strategy to provide for more effective recording of racially motivated crime. 	<p>Number and nature of recorded racially motivated incidents. Undertake a study (with NCCRI) regarding reported figures on racially motivated crime. Number of complaints against members of An Garda Síochána for racially motivated incidents.</p>
<ul style="list-style-type: none"> ▪ Develop targeted initiatives focusing on access to police services for Travellers, refugees and migrants 	<p>Satisfaction of Travellers, refugees and migrants with Garda service measured through a national survey in 2006. Number of targeted initiatives developed with Travellers, refugees and migrant groups regarding awareness of policing services. Provision of services in languages other than English and Irish. Number of meetings facilitated by Garda Ethnic Liaison Officers.</p>
<ul style="list-style-type: none"> ▪ Develop anti-racism, intercultural and diversity training for senior and middle management. 	<p>Number of Continuous Professional Development courses (which include anti-racism, intercultural and diversity elements) run for middle and senior management. Percentage of senior and middle management trained in 'Diversity Awareness Training programme under EU Garda/PSNI Peace and Reconciliation Project'.</p>
<ul style="list-style-type: none"> ▪ Develop and implement a clear support system for the induction, training and retention of newly recruited members of An Garda Síochána from cultural and ethnic minorities. 	<p>Existence of a structured support system for newly recruited members of An Garda Síochána from cultural and ethnic minorities. Number of members of ethnic and cultural communities who undergo Garda training.</p>

Divisional Policing Plan 2006 – Cork North Garda Division

STRATEGIC GOAL SIX – ETHNIC AND CULTURAL DIVERSITY:

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

Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> ▪ Ensure that liaison Gardai appointed in each District receive appropriate training during the year. 	Number of members trained as ethnic liaison officers
<ul style="list-style-type: none"> ▪ Liaise with immigrant/Traveller groups established at local level with a view to providing a better service and obtaining a better understanding of their cultures. 	Number of meetings held in each district with ethnic and minority groups.
<ul style="list-style-type: none"> ▪ Co-ordinate our immigration service through the designated immigration officers for Cork North Division. 	Number of new registrations per district. Number of renewals
<ul style="list-style-type: none"> ▪ Establish a list of Divisional Personnel who are fluent/studying in foreign languages. 	Number of personnel trained/studying foreign languages.
<ul style="list-style-type: none"> ▪ District Officers to ensure the uniform implementation of the Garda Human Rights Initiative 1999-2000. 	Number of complaints from ethnic minority groups.
<ul style="list-style-type: none"> ▪ Number of reported racially motivated offences. 	Analyse Pulse records.

Divisional Policing Plan 2006 – Cork North Garda Division

Additional Local Goals	
Goal:	Performance Indicator:
1. Garda Radio Network	Examine the Garda Radio Network within the Division to ensure proper coverage. All complaints with regard to poor coverage in particular areas within the Divisional will be logged and remedial action taken by Telecommunications Section.
2. Divisional Strength	Seek to increase the current Garda Strength of each District within Cork North Division.
3. Major Emergency Planning	Prepare and test at least one External Emergency Plan for Top Tier S.E.V.E.S. 2 Site in the Division.
4. Mountain Bike Unit	Examine the feasibility of establishing a Mountain Bike Unit in each District H.Q. Station.
5.	
6.	
7.	
8.	
9.	

Divisional Policing Plan 2006 – Cork North Garda Division

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