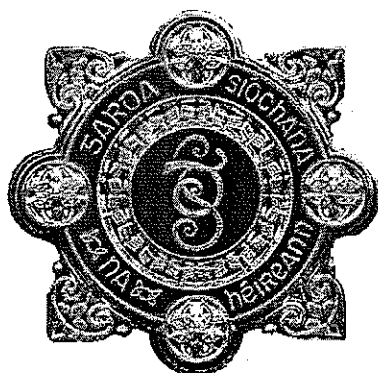


# **An Garda Síochána**



## **Cork City Garda Division Divisional Policing Plan 2007**

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### ***Mission Statement***

**To achieve the highest attainable level of Personal Protection,  
Community Commitment  
and State Security**

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## *Divisional Policing Plan 2007 – Cork City Division*

### **Foreword**

The Garda Divisional Policing Plan for Cork City is focussed on achieving the desired outcomes of the strategic goals of the Garda Síochána Corporate Strategy 2007 – 2009 and the Garda Síochána Policing Plan 2007. The key imperatives of public safety, public confidence and transparent public accountability will be reflected in the implementation of the plan.

Our strategic goals were developed through consultation with the public and private organisations; City/County Councils; Government Departments; the policing priorities identified in the Garda Public Attitude Survey 2006; and the Governments Policing Priorities as determined under Section 20 of the Garda Síochána Act, 2005.

The Divisional Policing Plan facilitates the setting of priorities, monitoring and evaluating performance and through sustained effort, including integrated teamwork and partnership, achieve efficient and effective service delivery. We are determined to effectively confront the key policing challenges of state security, crime prevention and reduction, road safety, and public order maintenance. We will further enhance and support our community engagement and our liaison with ethnic and culturally diverse communities to build trust and confidence.

Our success will ultimately be measured by the Community we serve. Your feedback and opinion is of vital importance to us and can be provided on an on-going basis through the comment cards available in the public office in each Garda Station or by logging your comments on the Garda website at [www.garda.ie](http://www.garda.ie)

In policing Cork City Division we are conscious of your goodwill and continuing support. Our aim is to maintain and strengthen the beneficial partnerships and networks already forged and further contribute to improving the quality of life in Cork City.

Kevin Ludlow  
Chief Superintendent  
Divisional Officer  
Cork City

## **VISION**

**‘Excellent people delivering policing excellence’**

## **MISSION**

To achieve the highest attainable level of  
**Personal Protection, Community Commitment  
and State Security**

## **VALUES**

- Having respect for people and their needs
- Protecting human rights
- Being a courteous and caring public service
- Maintaining partnerships with the community
- Accepting individual responsibility
- Ensuring transparent public accountability
- Providing ethical leadership
- Practising disciplined professionalism
- Being honest and truthful and adhering to the principles of fairness and justice
- Promoting and accepting diversity in all its forms

**An Garda Síochána Strategic Goals 2007**

1. **National and International Security** - To maintain National and International Security
2. **Crime** – To significantly reduce the incidence of crime and criminal behaviour
3. **Traffic and Road Safety** - To significantly reduce the incidence of fatal and serious injuries and improve road safety
4. **Public Order** - To significantly reduce the incidence of public disorder and anti-social behaviour in our communities
5. **Ethnic and Cultural Diversity** - To provide equal protection and appropriate service, while nurturing mutual respect and trust
6. **Community Engagement** - To build a Garda service that reflects the needs and priorities of the people of Ireland

***Divisional Policing Plan 2007 – Cork City Division***

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal One – National and International Security</b>	
<b>Actions</b>	<b>National Performance Indicators</b>
Analyse the risks and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals	<ul style="list-style-type: none"> <li>▲ Number of threat assessments prepared</li> <li>▲ Number of groups and individuals identified and profiled</li> <li>▲ Number of operations initiated</li> </ul>
Enhance capability in all Garda Regions for reporting and targeting terrorist-oriented risks and threats	<ul style="list-style-type: none"> <li>▲ Number of training programmes delivered</li> <li>▲ Number of persons trained</li> <li>▲ Number of intelligence reports to Crime and Security</li> <li>▲ Number of operations initiated</li> </ul>
Identify and target groups and individuals with integrated criminal/subversive links	<ul style="list-style-type: none"> <li>▲ Number of groups identified and profiled</li> <li>▲ Number of individuals identified and profiled</li> <li>▲ Number of operations initiated</li> <li>▲ Number of persons arrested</li> <li>▲ Number of prosecutions initiated</li> </ul>
Further develop the Garda Síochána's emergency response planning and capability	<ul style="list-style-type: none"> <li>▲ Number of live exercises held</li> <li>▲ Number of table-top exercises held</li> <li>▲ Number of emergency response training programmes developed</li> <li>▲ Number of benchmarks developed against best international practice</li> <li>▲ Standard operating procedures manual developed for responses to major emergencies</li> </ul>
Build on existing links with our international law enforcement partners to facilitate best practice with regard to training, standard operating procedures and intelligence exchanges	<ul style="list-style-type: none"> <li>▲ Number of international training programmes engaged in</li> <li>▲ Number of persons trained</li> <li>▲ Standard operating procedures developed</li> <li>▲ Number of intelligence exchanges with international law enforcement agencies</li> </ul>

## ***Divisional Policing Plan 2007 – Cork City Division***

An Garda Síochána Policing Plan 2007						
Strategic Goal One – National and International Security						
Targeted Timeframe				Ownership	Outcome	
Q1	Q2	Q3	Q4	Assistant Commissioner Crime and Security	A secure democracy	
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Crime and Security		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Crime and Security		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓		✓	Assistant Commissioner Crime and Security	Response capability benchmarked against best international practice	
✓	✓		✓			
✓	✓		✓			
✓	✓		✓			
✓	✓		✓	Assistant Commissioner Crime and Security		
✓	✓		✓			
✓	✓	✓	✓			
✓	✓	✓	✓			



<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal One – National and International Security</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
Analyse the risks and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals	<ul style="list-style-type: none"> <li>▲ Number of threat assessments prepared</li> <li>▲ Number of groups and individuals identified and profiled</li> <li>▲ Number of operations initiated</li> </ul>
Enhance capability for reporting and targeting terrorist-oriented risks and threats	<ul style="list-style-type: none"> <li>▲ Number of training programmes delivered</li> <li>▲ Number of persons trained</li> <li>▲ Number of intelligence reports to Crime and Security</li> <li>▲ Number of operations initiated</li> </ul>
Identify and target groups and individuals with integrated criminal/subversive links	<ul style="list-style-type: none"> <li>▲ Number of groups identified and profiled</li> <li>▲ Number of individuals identified and profiled</li> <li>▲ Number of operations initiated</li> <li>▲ Number of persons arrested</li> <li>▲ Number of prosecutions initiated</li> </ul>
Further develop the Garda Síochána's emergency response planning and capability	<ul style="list-style-type: none"> <li>▲ Number of live exercises held</li> <li>▲ Number of table-top exercises held</li> <li>▲ Number of co-ordination and planning meetings held</li> </ul>
Initiate security operations in relation to visiting VIP's and events based on risk assessment	<ul style="list-style-type: none"> <li>▲ Number of security operations planned and implemented</li> </ul>
Provide security assessments/clearance in respect of persons	<ul style="list-style-type: none"> <li>▲ Number of risk assessments/clearances completed</li> </ul>

## ***Divisional Policing Plan 2007 – Cork City Division***

<b>An Garda Síochána Policing Plan 2007</b>						
<b>Strategic Goal One – National and International Security</b>						
<b>Timeframe</b>				<b>Divisional Ownership</b>	<b>Divisional Outcome</b>	
<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>			
✓	✓	✓	✓	<b>Divisional Officer and each District Officer supported by Divisional Process Teams</b>	<b>A secure democracy</b>	
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	<b>Response capability enhanced</b>		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Two - Crime</b>	
<b>Actions</b>	<b>National Performance Indicators</b>
Develop and implement a Garda National Crime Reduction and Prevention Strategy	<ul style="list-style-type: none"> <li>▲ Crime Reduction and Prevention Strategy                             <ul style="list-style-type: none"> <li>• developed and piloted</li> <li>• assessed</li> <li>• national plan implemented</li> </ul> </li> </ul>
Further enhance the forensic investigative capability of the Garda Síochána	<ul style="list-style-type: none"> <li>▲ Garda Forensic Awareness/Integration Strategy developed</li> <li>▲ New Forensic Science Laboratory commenced in association with our criminal justice partners</li> <li>▲ Automated Fingerprint Identification System enhancement, deployed at Garda Headquarters</li> <li>▲ DNA database established in association with our criminal justice partners</li> <li>▲ The number of accredited Scenes of Crime Examiners trained per Division</li> <li>▲ 10% increase in the number of suspects identified per crime scene examined</li> </ul>
Initiate intelligence-led operations against groups and individuals who transport illegal drugs, guns and immigrants into the State	<ul style="list-style-type: none"> <li>▲ The number of drug trafficking networks profiled and targeted at local and national level</li> <li>▲ The number of gun trafficking networks profiled and targeted at local and national level</li> <li>▲ The number of human trafficking networks profiled and targeted</li> <li>▲ The number and type of operations conducted against drug dealers and users</li> <li>▲ 2% reduction in incidents involving use of a firearm</li> <li>▲ 5% increase in the number of seizures of illegal drugs</li> <li>▲ 3% increase in the number of firearms seized</li> </ul>
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	<ul style="list-style-type: none"> <li>▲ The number of intelligence sources registered</li> <li>▲ The number of intelligence reports submitted</li> </ul>
Develop and deploy a national crime analysis capability	<ul style="list-style-type: none"> <li>▲ A Garda Síochána Analysis Centre established at Garda Headquarters</li> <li>▲ Crime trends and patterns identified and disseminated at local and national level</li> <li>▲ The number of crime analysts deployed to Garda Regions</li> </ul>
Enhance the Garda Síochána's serious crime investigation management capability	<ul style="list-style-type: none"> <li>▲ The number of Divisional Senior Investigating Officers trained</li> <li>▲ Standard operating procedures for serious crime investigations developed</li> <li>▲ The number of Divisional personnel trained in specialist crime investigation techniques</li> <li>▲ Detective Inspector deployed to each Division</li> </ul>
Target high-volume crime categories	<ul style="list-style-type: none"> <li>▲ 2% reduction in burglary incidents</li> <li>▲ 2% reduction in theft from MPV incidents</li> <li>▲ 2% reduction in theft from shop incidents</li> <li>▲ 2% reduction in other thefts</li> <li>▲ 2% reduction in criminal damage incidents</li> </ul>

*Divisional Policing Plan 2007 – Cork City Division*

An Garda Síochána Policing Plan 2007						
Strategic Goal Two – Crime						
Targeted Timeframe				Ownership	Outcome	
Q1	Q2	Q3	Q4	Assistant Commissioner National Support Services and Assistant Commissioner Strategy and Services	Overall crime reduced by 2% in 2007	
	✓	✓	✓			
	✓	✓		Assistant Commissioner National Support Services		
		✓				
		✓				
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Each Regional Assistant Commissioner	Overall detection rate increased by 2% in 2007	
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Crime and Security and Each Regional Assistant Commissioner		
✓	✓	✓	✓	Assistant Commissioner Crime and Security		
	✓	✓	✓			
	✓		✓	Assistant Commissioner National Support Services and Assistant Commissioner Human Resource Management		
✓	✓		✓			
✓	✓					
✓	✓	✓	✓	Each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Two - Crime</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
Further enhance the forensic investigative capability of the Garda Síochána	<ul style="list-style-type: none"> <li>▲ The number of accredited Scenes of Crime Examiners trained and deployed</li> <li>▲ 10% increase in the number of suspects identified per crime scene examined</li> </ul>
Initiate intelligence-led operations against groups and individuals engaged in organised crime, drugs, guns and human trafficking	<ul style="list-style-type: none"> <li>▲ The number of drug trafficking networks profiled and targeted</li> <li>▲ The number of gun trafficking networks profiled and targeted</li> <li>▲ The number of human trafficking networks profiled and targeted</li> <li>▲ The number and type of operations conducted against drug dealers and users</li> <li>▲ 2% reduction in incidents involving use of a firearm</li> <li>▲ 5% increase in the number of seizures of illegal drugs</li> <li>▲ 3% increase in the number of firearms seized</li> </ul>
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	<ul style="list-style-type: none"> <li>▲ The number of intelligence sources registered</li> <li>▲ The number of intelligence reports submitted</li> <li>▲ Number of Bulletins issued by Criminal Intelligence Officer</li> <li>▲ Number of reports to Criminal Intelligence Officer</li> <li>▲ Number of District Crime Meetings attended by Criminal Intelligence Officer</li> <li>▲ Number of briefings by Criminal intelligence Officer</li> <li>▲ Maintain detection rate of 52%</li> </ul>
Enhance the Garda Síochána's serious crime investigation management capability	<ul style="list-style-type: none"> <li>▲ The number of Senior Investigating Officers trained</li> <li>▲ Implement standard operating procedures for serious crime investigations when developed</li> <li>▲ The number of personnel trained in specialist crime investigation techniques</li> <li>▲ Detective Inspector deployed in the Division</li> </ul>
Target high-volume crime categories	<ul style="list-style-type: none"> <li>▲ 2% reduction in burglary incidents</li> <li>▲ 2% reduction in theft from MPV incidents</li> <li>▲ 2% reduction in theft from shop incidents</li> <li>▲ 2% reduction in other thefts</li> <li>▲ 2% reduction in criminal damage incidents</li> </ul>
Actively support the Children's Act, 2001 and the Restorative Justice Programme	<ul style="list-style-type: none"> <li>▲ Number of formal cautions</li> <li>▲ Number of informal cautions</li> <li>▲ Number of restorative justice conferences</li> <li>▲ Number of adult cautions</li> </ul>
Further enhance and drive crime prevention initiatives	<ul style="list-style-type: none"> <li>▲ Number of local radio inputs</li> <li>▲ Number of crime prevention seminars</li> <li>▲ Number of risk assessments conducted</li> <li>▲ Number of crime prevention initiatives</li> </ul>
Develop and deliver further training in the taking of fingerprints, palm prints for selected members	<ul style="list-style-type: none"> <li>▲ Increase the number of members trained by 10%</li> <li>▲ Number of donor prints taken</li> <li>▲ Number of prints taken under Section 28 Criminal Justice Act, 1984</li> </ul>
Deliver stinger training as an integral part of crime prevention/detection strategy	<ul style="list-style-type: none"> <li>▲ Number of members trained in the use of the stinger</li> </ul>

## Strategic Goal Two – Crime

**Divisional Officer  
and each  
District Officer  
supported by  
Divisional Process Team**

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Three – Traffic and Road Safety</b>	
<b>Actions</b>	<b>National Performance Indicators</b>
Produce an Annual Garda Road Safety and Traffic Implementation Plan	<ul style="list-style-type: none"> <li>▲ Annual Garda Road Safety and Traffic Implementation Plan</li> <li>▲ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones and to develop appropriate responses</li> <li>▲ Consultations with key external and internal stakeholders to improve road safety</li> </ul>
Build traffic policing capability and enhance results	<ul style="list-style-type: none"> <li>▲ Monthly traffic policing results report published</li> <li>▲ Dedicated Traffic Superintendent appointed in each Region</li> <li>▲ Dedicated Traffic Inspector appointed in each Division</li> <li>▲ Number of members and vehicles allocated to the Garda Traffic Corps per quarter</li> <li>▲ Number of members trained in each Division in Forensic Collision Investigation</li> <li>▲ Number of outsourced fixed speed cameras deployed</li> </ul>
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> <li>▲ 10% increase in the number of Mandatory Alcohol Tests conducted</li> <li>▲ 10% increase in the number of detections for drink driving</li> <li>▲ 10% increase in the number of detections for drug driving</li> <li>▲ 10% increase in the number of detections for careless and dangerous driving</li> <li>▲ 10% increase in the number of detections for speeding offences</li> <li>▲ 10% increase in the number of FCPS notices issued</li> <li>▲ 10% increase in the number of detections for failure to wear seat belts</li> <li>▲ 10% increase in the number of detections in Collision Prone Zones per Garda Division</li> <li>▲ 10% increase in the number of detections of offences under Road Transport Regulations</li> <li>▲ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers</li> </ul>
Collaborate to deliver a traffic management strategy	<ul style="list-style-type: none"> <li>▲ A traffic management strategy developed</li> <li>▲ Standard Operating Procedures for the management of road traffic in emergencies and at public events</li> </ul>
Further develop collision and incident analysis capability to improve road safety	<ul style="list-style-type: none"> <li>▲ A national traffic collision database set up at Garda National Traffic Bureau</li> <li>▲ Number of Collision Prone Zones identified and categorised in each Garda Division</li> </ul>
Develop and deploy a Garda Road Safety Awareness and Education Strategy	<ul style="list-style-type: none"> <li>▲ A Garda Road Safety Awareness Communications Programme developed</li> <li>▲ Number of Garda Road Safety Awareness presentations</li> <li>▲ Deploy a Road Safety Awareness Communications Programme to each school in Ireland</li> <li>▲ Six presentations on Crimecall on Road Safety</li> </ul>

## ***Divisional Policing Plan 2007 – Cork City Division***

An Garda Síochána Policing Plan 2007					
Strategic Goal Three – Traffic and Road Safety					
Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4		
✓	✓			Assistant Commissioner Traffic	Reduce fatal and serious injury traffic collisions in line with Government Road Strategy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓ ✓	✓	✓	Assistant Commissioner Traffic and Each Regional Assistant Commissioner	
			✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓			Assistant Commissioner Traffic and each Regional Assistant Commissioner	
✓				Assistant Commissioner Traffic	
✓	✓	✓	✓		
	✓			Assistant Commissioner Traffic and each Regional Assistant Commissioner	
		✓	✓		
✓	✓	✓	✓		



**An Garda Síochána Policing Plan 2007  
Strategic Goal Three – Traffic and Road Safety**

<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
Improve Road Safety and Traffic management	<ul style="list-style-type: none"> <li>▲ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones and to develop appropriate responses</li> <li>▲ Number of consultation meetings with key external and internal stakeholders to improve road safety</li> <li>▲ Implement pilot project for outsourcing towing, storage and disposal of seized vehicles on behalf of An Garda Síochána</li> </ul>
Build traffic policing capability and enhance results	<ul style="list-style-type: none"> <li>▲ Dedicated Traffic Inspector appointed</li> <li>▲ Number of members and vehicles allocated to the Garda Traffic Corps per quarter</li> <li>▲ Number of members trained in Forensic Collision Investigation</li> <li>▲ Number of outsourced fixed speed cameras deployed</li> <li>▲ Number of fatal traffic collisions</li> <li>▲ Number of serious injury traffic collisions</li> </ul>
Targeted enforcement of road traffic and road transport legislation	<ul style="list-style-type: none"> <li>▲ 10% increase in the number of Mandatory Alcohol Tests conducted</li> <li>▲ 10% increase in the number of detections for drink driving</li> <li>▲ 10% increase in the number of detections for drug driving</li> <li>▲ 10% increase in the number of detections for careless and dangerous driving</li> <li>▲ 10% increase in the number of detections for speeding offences</li> <li>▲ 10% increase in the number of FCPS notices issued</li> <li>▲ 10% increase in the number of detections for failure to wear seat belts</li> <li>▲ 10% increase in the number of detections in Collision Prone Zones</li> <li>▲ 10% increase in the number of detections of offences under Road Transport Regulations</li> <li>▲ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers</li> <li>▲ Number of detections for the use of mobile telephones</li> </ul>
Collaborate to deliver a traffic management strategy	<ul style="list-style-type: none"> <li>▲ A traffic management strategy developed</li> <li>▲ Standard Operating Procedures for the management of road traffic in emergencies and at public events</li> </ul>
Further develop collision and incident analysis capability to improve road safety	<ul style="list-style-type: none"> <li>▲ Number of Collision Prone Zones identified and categorised</li> </ul>
Develop and deploy a Garda Road Safety Awareness and Education Strategy	<ul style="list-style-type: none"> <li>▲ Number of Garda Road Safety Awareness presentations</li> <li>▲ Deploy a Road Safety Awareness Communications Programme to each school</li> <li>▲ Deliver three road shows on road safety</li> <li>▲ Number of inputs to media on road safety issues</li> </ul>

## ***Divisional Policing Plan 2007 – Cork City Division***

**An Garda Síochána Policing Plan 2007**  
**Strategic Goal Three – Traffic and Road Safety**

[illegible]

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Four – Public Order</b>	
<b>Actions</b>	<b>National Performance Indicators</b>
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas	<ul style="list-style-type: none"> <li>⚠ Risk assessment of public order problems undertaken and action plans implemented at Divisional level</li> <li>⚠ The number of interagency consultation meetings and recorded agreements</li> <li>⚠ The number of interagency anti-social behaviour initiatives implemented at Divisional level</li> <li>⚠ The number of proposals for CCTV agreed at local level</li> </ul>
Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans	<ul style="list-style-type: none"> <li>⚠ The number of 'Hot Spots' identified at Divisional level</li> <li>⚠ The number of Closure Orders applied for per Division for businesses identified as contributors to public disorder and anti-social behaviour</li> <li>⚠ The number of Gardaí in each Division who have undergone Public Order training and are available for deployment</li> <li>⚠ The number of Divisional Public Order Unit deployments on prevention and enforcement duties</li> </ul>
Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	<ul style="list-style-type: none"> <li>⚠ Measure the level of underage drinking and illegal drugs use at local level</li> <li>⚠ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division</li> <li>⚠ Volume of intelligence on levels and patterns of trading in illegal drugs per Division</li> <li>⚠ The number of interagency prevention and diversion programmes per Division</li> <li>⚠ The number of licence holders briefed on Garda enforcement strategies and concerns per Division</li> <li>⚠ The number of detections for sale/supply of illegal drugs</li> <li>⚠ The number of detections for sale/supply of alcohol to underage persons</li> <li>⚠ The number of applications for closure of licensed premises</li> <li>⚠ The number of prosecutions of licence holders for allowing drunkenness on the premises</li> </ul>
The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division	<ul style="list-style-type: none"> <li>⚠ 'Feeling of Safety' survey conducted</li> <li>⚠ Identified issues analysed by the Garda Research Unit</li> <li>⚠ The number of identified issues actioned at Divisional level</li> </ul>

An Garda Síochána Policing Plan 2007								
Strategic Goal Four – Public Order								
Targeted Timeframe				Ownership	Outcome			
Q1	Q2	Q3	Q4	Each Regional Assistant Commissioner	Garda satisfaction rate increased by 2%			
✓								
✓	✓	✓	✓					
	✓	✓	✓					
✓	✓	✓	✓					
✓				Each Regional Assistant Commissioner	Reduced number of youths involved in crime			
✓								
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓				Each Regional Assistant Commissioner			Reduced number of youths involved in crime	
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
✓	✓	✓	✓					
	✓	✓		Each Regional Assistant Commissioner				
			✓					

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Four – Public Order</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas	<ul style="list-style-type: none"> <li>⚠ Risk assessment of public order problems undertaken and action plans implemented</li> <li>⚠ The number of interagency consultation meetings and recorded agreements</li> <li>⚠ The number of interagency anti-social behaviour initiatives implemented</li> <li>⚠ The number of proposals for CCTV agreed</li> </ul>
Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans	<ul style="list-style-type: none"> <li>⚠ The number of 'Hot Spots' identified</li> <li>⚠ The number of Closure Orders applied for, for businesses identified as contributors to public disorder and anti-social behaviour</li> <li>⚠ The number of Gardaí who have undergone Public Order training and are available for deployment</li> <li>⚠ The number of Divisional Public Order Unit deployments on prevention and enforcement duties</li> <li>⚠ Reduce serious and minor assaults by 2%</li> </ul>
Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	<ul style="list-style-type: none"> <li>⚠ Establish a committee in each District to drive and co-ordinate a uniform approach to enforcement</li> <li>⚠ Measure the level of underage drinking and illegal drug use</li> <li>⚠ Volume of intelligence on levels and patterns of trading in alcohol to underage persons</li> <li>⚠ Volume of intelligence on levels and patterns of trading in illegal drugs</li> <li>⚠ The number of interagency prevention and diversion programmes</li> <li>⚠ The number of licence holders briefed on Garda enforcement strategies and concerns</li> <li>⚠ The number of detections for sale/supply of illegal drugs</li> <li>⚠ The number of detections for sale/supply of alcohol to underage persons</li> <li>⚠ The number of applications for closure of licensed premises</li> <li>⚠ The number of prosecutions of licence holders for allowing drunkenness on the premises</li> <li>⚠ The number of inspections of licensed premises</li> <li>⚠ The number of Pub Watch Schemes established</li> </ul>
The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division	<ul style="list-style-type: none"> <li>⚠ The number of identified issues actioned</li> <li>⚠ Satisfaction ratings achieved in Public Attitude Survey 2007</li> </ul>
Appoint full time Community Gardaí in each district to enhance the level of engagement with the local community to improve the 'feeling of safety'	<ul style="list-style-type: none"> <li>⚠ Number of full time Community Gardaí appointed</li> <li>⚠ Number of meetings with community groups</li> </ul>

*Divisional Policing Plan 2007 – Cork City Division*

An Garda Síochána Policing Plan 2007							
Strategic Goal Four – Public Order							
Timeframe				Divisional Ownership	Divisional Outcome		
Q1	Q2	Q3	Q4				
✓					Garda satisfaction rate increased by 2%		
✓	✓	✓	✓				
	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓	Divisional Officer and each District Officer supported by Divisional Process Teams	Reduced number of youths involved in crime		
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
			✓ ✓				
✓ ✓	✓ ✓	✓ ✓	✓ ✓				

<b>Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Five – Ethnic and Cultural Diversity</b>	
<b>Actions</b>	<b>National Performance Indicators</b>
Provide protection and redress against racist incidents	<ul style="list-style-type: none"> <li>▲ Record and investigate all racist incidents</li> <li>▲ The number of prosecutions associated with racist incidents</li> <li>▲ The number of referrals to victim support organisations relating to racist incidents</li> </ul>
Build trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ Progress report on the Garda Human Rights Implementation Plan</li> <li>▲ Survey conducted with ethnic and culturally diverse groups on satisfaction with the Garda service</li> <li>▲ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities</li> <li>▲ The number of Ethnic Liaison Officer meetings and evaluation reports prepared</li> <li>▲ Audit of processes and procedures relating to the quality and effectiveness and human rights compliance of the Garda Síochána's immigration service</li> </ul>
Communicate effectively with ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ The number of meetings per Division with ethnic and culturally diverse communities</li> <li>▲ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees</li> <li>▲ The volume of Garda multilingual information material</li> <li>▲ Directory of available interpreters for use by the Garda Síochána developed and distributed to each Division</li> <li>▲ Increased availability of diverse language training throughout the Garda Síochána</li> </ul>
Ensure that the Garda service is representative of the community we serve	<ul style="list-style-type: none"> <li>▲ Proactive advertisement and recruitment programme for ethnic and culturally diverse applicants</li> <li>▲ The number of persons from ethnic and culturally diverse communities joining the Garda Síochána</li> <li>▲ Organisational support mechanisms established to ensure the retention of members from ethnic and culturally diverse communities</li> </ul>

An Garda Síochána Policing Plan 2007						
Strategic Goal Five – Ethnic and Cultural Diversity						
Targeted Timeframe				Ownership	Outcome	
Q1	Q2	Q3	Q4	Each Regional Assistant Commissioner	Public confidence increased by 2%	
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Human Resource Management		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Strategy and Services		
✓	✓	✓	✓			
✓	✓	✓	✓	Each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner National Support Services		
✓	✓	✓	✓			
✓	✓	✓	✓	Each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓	Assistant Commissioner Human Resource Management		
✓	✓	✓	✓			



<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Five – Ethnic and Cultural Diversity</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
Provide protection and redress against racist incidents	<ul style="list-style-type: none"> <li>▲ Number of racist incidents recorded and investigated</li> <li>▲ The number of prosecutions associated with racist incidents</li> <li>▲ The number of referrals to victim support organisations relating to racist incidents</li> </ul>
Build trust and confidence with ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities</li> <li>▲ Number of Ethnic Liaison Officers appointed</li> <li>▲ Number of Ethnic Liaison Officer meetings and evaluation reports prepared</li> </ul>
Develop and deliver talks on relevant policing issues to ethnic and culturally diverse communities to educate and provide information on topics such as road safety, community safety etc.	<ul style="list-style-type: none"> <li>▲ Number and type of presentations developed</li> <li>▲ Number of talks delivered</li> </ul>
Organise sporting and cultural events in consultation with the ethnic and culturally diverse communities to facilitate the building of relationships and further develop trust and confidence in An Garda Síochána	<ul style="list-style-type: none"> <li>▲ Number and type of events organised</li> </ul>
Liaise with and support the development of networking committees to promote the integration of service delivery and social inclusion of ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ Number of networking committees supported</li> <li>▲ Number of networking committee meetings attended</li> </ul>
Communicate effectively with ethnic and culturally diverse communities	<ul style="list-style-type: none"> <li>▲ The number of meetings with ethnic and culturally diverse communities</li> <li>▲ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees</li> <li>▲ The volume of Garda multilingual information material</li> <li>▲ Directory of available interpreters for use by the Garda Síochána developed and distributed</li> </ul>
Ensure that the Garda service is representative of the community we serve by actively supporting and encouraging members of the ethnic and culturally diverse communities to join An Garda Síochána	<ul style="list-style-type: none"> <li>▲ The number of persons from ethnic and culturally diverse communities in Cork City division joining An Garda Síochána</li> <li>▲ Number of Garda Career talks given</li> <li>▲ Number of awareness trips to the Garda College for prospective candidates</li> <li>▲ Number of Garda Reserve applicants</li> </ul>
Provide an effective and efficient immigration service and combat illegal immigration and trafficking	<ul style="list-style-type: none"> <li>▲ Number of personnel deployed</li> <li>▲ Number of registrations processed</li> <li>▲ Number of persons refused leave to land</li> <li>▲ Number of asylum applicants</li> </ul>

An Garda Síochána Policing Plan 2007							
Strategic Goal Five – Ethnic and Cultural Diversity							
Timeframe				Divisional Ownership		Divisional Outcome	
Q1	Q2	Q3	Q4	<b>Divisional Officer and each District Officer supported by Divisional Process Teams</b>		<b>Public confidence increased by 2%</b>	
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
✓	✓	✓	✓				
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✓	✓	✓	✓				
✓	✓	✓	✓				

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Six – Community Engagement</b>	
<b>Actions</b>	<b>National Performance Indicators</b>
Develop the Garda Síochána National Model of Community Policing	<ul style="list-style-type: none"> <li>△ Public consultations to inform the development of the Garda Síochána National Model of Community Policing</li> <li>△ Pilot the Garda Síochána National Model of Community Policing at Divisional level</li> <li>△ The number of Gardaí employed full-time on Community Policing</li> <li>△ The number of active Community Alert/ Neighbourhood Watch schemes in operation</li> </ul>
Develop a Youth Strategy to advance appropriate Garda services for children and young people	<ul style="list-style-type: none"> <li>△ Assessment of Garda youth-related services</li> <li>△ Consult with youth service providers to inform proposed new strategy</li> <li>△ Produce draft strategy for consideration</li> <li>△ Implement strategy at Divisional level</li> </ul>
Enhance victim-related services	<ul style="list-style-type: none"> <li>△ Appoint a Superintendent as Victim Liaison Officer in Community Relations</li> <li>△ The number of referrals to victim support organisations</li> <li>△ The number of Family Liaison Officers appointed and trained</li> <li>△ 2% reduction in the level of repeat victimisation</li> </ul>
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> <li>△ Garda policy on Joint Policing Committees developed</li> <li>△ The number of meetings attended by Gardaí</li> <li>△ The number of recommendations from Joint Policing Committees included in Divisional and District Policing Plans</li> <li>△ The number of community based CCTV systems supported</li> </ul>
Ensure a visible public Garda presence within the community and particularly in RAPID areas	<ul style="list-style-type: none"> <li>△ 5% increase in the satisfaction with Garda visibility in the locality</li> <li>△ The number of visible patrols</li> <li>△ The number of visible patrols in RAPID areas</li> <li>△ The number of initiatives implemented in RAPID areas</li> </ul>

An Garda Síochána Policing Plan 2007						
Strategic Goal Six – Community Engagement						
Targeted Timeframe				Ownership	Outcome	
Q1	Q2	Q3	Q4	Assistant Commissioner Strategy and Services	A Garda service that reflects the needs and priorities of the people of Ireland	
✓						
		✓				
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓ ✓			Assistant Commissioner Strategy and Services		
		✓	✓			
✓				Assistant Commissioner Strategy and Services		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			
✓				Assistant Commissioner Strategy and Services		
✓	✓	✓	✓ ✓			
✓	✓	✓	✓			
			✓	Assistant Commissioner Strategy and Services and each Regional Assistant Commissioner		
✓	✓	✓	✓			
✓	✓	✓	✓			
✓	✓	✓	✓			

<b>An Garda Síochána Policing Plan 2007</b> <b>Strategic Goal Six – Community Engagement</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
Further develop Community Policing	<ul style="list-style-type: none"> <li>▲ The number of Gardaí employed full-time on Community Policing</li> <li>▲ The number of active Community Alert/Neighbourhood Watch schemes in operation</li> </ul>
Deliver and enhance appropriate Garda services for children and young people	<ul style="list-style-type: none"> <li>▲ Implement the Garda National Youth strategy when developed</li> <li>▲ Establish a committee in each district to lead and co-ordinate the youth strategy</li> </ul>
Enhance victim-related services	<ul style="list-style-type: none"> <li>▲ The number of referrals to victim support organisations</li> <li>▲ The number of Family Liaison Officers appointed and trained</li> <li>▲ 2% reduction in the level of repeat victimisation</li> </ul>
Engage fully in Joint Policing Committees and local policing fora	<ul style="list-style-type: none"> <li>▲ The number of meetings attended by Gardaí</li> <li>▲ The number of recommendations from Joint Policing Committees and local policing fora included in Divisional and District Policing Plans</li> <li>▲ The number of community based CCTV systems supported</li> </ul>
Ensure a visible public Garda presence within the community and particularly in RAPID areas	<ul style="list-style-type: none"> <li>▲ 5% increase in the satisfaction with Garda visibility in the locality</li> <li>▲ The number of visible patrols</li> <li>▲ The number of visible patrols in RAPID areas</li> <li>▲ Expand the Garda Mountain Bike Unit to increase visibility through cycle patrols</li> <li>▲ The number of initiatives implemented in RAPID areas</li> <li>▲ Number of RAPID meetings attended</li> </ul>
Appoint Community Gardaí to patrol designated areas	<ul style="list-style-type: none"> <li>▲ Number of Gardaí appointed</li> <li>▲ Number of designated areas</li> </ul>
Continue to contribute to and support Garda Youth Diversion Projects in association with the mainstream youth service providers in Cork City	<ul style="list-style-type: none"> <li>▲ Type and number of each project supported</li> </ul>
Deliver An Garda Síochána Schools Programme in Primary Schools (5 <sup>th</sup> Class) and Secondary Schools (SPHE Class)	<ul style="list-style-type: none"> <li>▲ Number of Primary Schools visited</li> <li>▲ Number of Secondary Schools visited</li> </ul>
Promote a positive relationship with young people through the Cork City Garda Youth Awards	<ul style="list-style-type: none"> <li>▲ Number of nominations</li> <li>▲ Awards Ceremony held</li> </ul>
Support, maintain and regenerate 'Watch' schemes	<ul style="list-style-type: none"> <li>▲ Number of meetings attended</li> <li>▲ Number of active schemes</li> </ul>
Provide feedback to the victims of all headline crime and fear creating incidents	<ul style="list-style-type: none"> <li>▲ Number of letters to crime victims</li> <li>▲ Number of referral of crime victims to Victim Support groups</li> </ul>
Liaise with and meet partnerships and networks developed to enhance public confidence and participation in local policing strategies	<ul style="list-style-type: none"> <li>▲ Number of meetings attended</li> </ul>

**An Garda Síochána Policing Plan 2007**  
**Strategic Goal Six – Community Engagement**

Targeted Timeframe				Ownership	Outcome
Q1	Q2	Q3	Q4	<b>Divisional Officer and each District Officer supported by Divisional Process Teams</b>	<b>A Garda service that reflects the needs and priorities of the people of Ireland</b>
✓	✓	✓	✓		
✓	✓	✓	✓		
			✓		
			✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
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✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

***Divisional Policing Plan 2007 – Cork City Division***

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