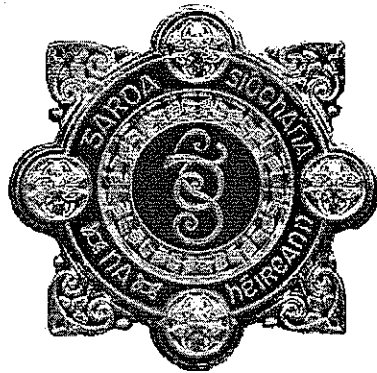# An Garda Síochána

**Divisional Policing Plan 2007
for the Limerick Garda Division**

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An Garda Síochána Strategic Goals 2007.

1. **National/International Security –**
   To maintain National and International Security.

2. **Crime –**
   To significantly reduce the incidence of crime and criminal behaviour.

3. **Traffic and Road Safety -**
   To significantly reduce the incidence of fatal and serious injuries and improve road safety.

4. **Public Order –**
   To significantly reduce the incidence of public disorder and anti-social behaviour in our communities.

5. **Ethnic and Cultural Diversity –**
   To provide equal protection and appropriate service, while nurturing mutual respect and trust.

6. **Community Engagement –**
   To build a Garda service that reflects the needs and priorities of the people in Ireland.

Foreword of Chief Superintendent W.J. Keane, Divisional Officer, Limerick.

- The objective of the Six Strategic Goals for An Garda Siochana as set out in the Limerick Divisional Policing Plan 2007 is part of the process of implementing the goals of the Garda Síochána Corporate Strategy 2007-2009 – titled "A Time for Change" (www.garda.ie) in which we commit to maintaining an orderly and safe environment for all citizens and to achieving the key public imperatives – public safety, public confidence and public accountability. We also commit to prioritising our customer needs as identified in the Annual Public Attitude Survey (www.garda.ie)

- Policing is very important to the well being of any community and we will continue to deliver our service to the people of the Limerick Garda Division in a planned, sustained, professional and accountable fashion.

- My team and I will continue to maintain and extend the valuable interaction that currently exists between the Community / Organisations / Groups and An Garda Síochána and we will use this interaction to identify the needs and concerns of the public to enhance the service we provide. We are deeply committed to providing the best quality police service possible.

- The commitment of An Garda Síochána in Limerick in dealing with organized and serious incidents of crime and feuding activity will continue. This commitment is fully reflected in the results that we have achieved, in the detection of these crimes and in the seizure of firearms and drugs from criminal elements in Limerick Division in recent years.

- I invite all of the people in the Limerick Garda Division to cooperate with us and to assist us in our mission and in that regard I welcome approaches either formal or informal from any group / organisation or individual who feel that they have a contribution to make in this area and to send their views or suggestions in writing, to me at Henry Street Garda Station, Limerick or to e-mail them to me at william.keane@garda.ie

W. J. Keane   CHIEF SUPERINTENDENT.
(W.J. KEANE.)   23RD January 2007.

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY	
To maintain National and International Security	
National Actions	**National Performance Indicators**
Analyse the risk and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals.	➤ Number of threat assessments prepared ➤ Number of groups and individuals identified and profiled ➤ Number of operations initiated
Enhance capability in all Garda Regions for reporting and targeting terrorist-oriented risks and threats	➤ Number of training programmes delivered ➤ Number of persons trained ➤ Number of intelligence reports to Crime and Security ➤ Number of operations initiated.
Identify and target groups and individuals with integrated criminal/subversive links	➤ Number of groups identified and profiled ➤ Number of individuals identified and profiled ➤ Number of operations initiated ➤ Number of persons arrested ➤ Number of prosecutions initiated
Further develop the Garda Siochana's emergency response planning and capability	➤ Number of live exercises held. ➤ Number of table-top exercises held ➤ Number of emergency response training programmes developed ➤ Number of benchmarks developed against best international practice ➤ Standard operating procedures manual developed for response to major emergencies
Build on existing links with our international law enforcement partners to facilitate best practice with regard to training, standard operating procedures and intelligence exchanges	➤ Number of international training programmes engaged in ➤ Number of persons trained ➤ Standard operating procedures developed ➤ Number of intelligence exchanges with international law enforcement agencies.

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY
To maintain National and International Security

Timeframe				National Ownership	Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Assistant Commissioner, Crime and Security	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Crime and Security	A secure democracy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Crime and Security	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓		✓	Assistant Commissioner, Crime and Security	Response capability benchmarked against best international practice
	✓		✓		
	✓		✓		
✓					
✓					
	✓		✓	Assistant Commissioner, Crime and Security	
	✓		✓		
✓					
✓	✓		✓		

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY	
To maintain National and International Security	
Divisional Actions	**Divisional Performance Indicators**
Analyse the risk and threats to national security and initiate intelligence-led operations against terrorist/radical extremist groups and individuals.	➢ Number of threat assessments prepared ➢ Number of groups and individuals identified and profiled ➢ Number of operations initiated
Enhance capability for reporting and targeting terrorist-oriented risks and threats	➢ Number of training programmes delivered ➢ Number of persons trained ➢ Number of intelligence reports to Crime and Security ➢ Number of operations initiated.
Identify and target groups and individuals with integrated criminal / subversive links	➢ Number of groups identified and profiled ➢ Number of individuals identified and profiled ➢ Number of operations initiated ➢ Number of persons arrested ➢ Number of prosecutions initiated
Further develop the Garda Síochána's emergency response planning and capability	➢ Number of live exercises held ➢ Number of table-top exercises held ➢ Number of emergency response training programmes developed

Strategic Goal ONE – NATIONAL / INTERNATIONAL SECURITY
To maintain National and International Security

Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each District Officer and Each Detective Inspector, Limerick Division.	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer and Each Detective Inspector, Limerick Division.	A secure democracy
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer and Each Detective Inspector, Limerick Division.	
✓	✓	✓	✓		
✓	✓	✓	✓		Provide an adequate and
✓	✓	✓	✓		effective response capability
✓	✓	✓	✓		
	✓		✓	Each District Officer and Inspector Gallagher, Limerick Division	
	✓		✓		
	✓		✓		

Strategic Goal TWO – CRIME	
To significantly reduce the incidence of crime and criminal behaviour	
National Actions	**National Performance Indicators**
Develop and implement a Garda National Crime Reduction and Prevention Strategy	➢ Crime Reduction and Prevention Strategy ▪ Developed and piloted ▪ Assessed ▪ National plan implemented
Further enhance the forensic investigative capability of the Garda Siochana	➢ Garda Forensic Awareness/Integration Strategy developed ➢ New Forensic Science Laboratory commenced in association with our criminal justice partners ➢ Automated Fingerprint Identification System enhancement, deployed at Garda Headquarters ➢ DNA database established in association with our criminal justice partners. ➢ The number of accredited Scenes of Crime Examiners trained per Division ➢ 10% increase in the number of suspects identified per crime scene examined
Initiate intelligence-led operations against groups and individuals who transport illegal drugs, guns and immigrants into the State	➢ The number of drug trafficking networks profiled and targeted at local and national level ➢ The number of gun trafficking networks profiled and targeted at local and national level ➢ The number of human trafficking networks profiled and targeted ➢ The number and type of operations conducted against drug dealers and users ➢ 2% reduction in incidents involving use of firearms ➢ 5% increase in the number of seizures of illegal drugs ➢ 3% increase in the number of firearms seized
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	➢ The number of intelligence sources registered ➢ The number of intelligence reports submitted
Develop and deploy a national crime analysis capability	➢ A Garda Síochána Analysis Centre established at Garda H.Q. ➢ Crime trends and patterns identified and disseminated at local and national level ➢ The number of crime analysts deployed to Garda Regions
Enhance the Garda Síochána's serious crime investigation management capability	➢ The number of Divisional Senior Investigating Officers trained ➢ Standard operating procedures for serious crime investigations developed ➢ The number of Divisional personnel trained in specialist crime investigation techniques ➢ Detective Inspector deployed to each Division
Target high-volume crime categories	➢ 2% reduction in burglary incidents ➢ 2% reduction in theft from MPV incidents ➢ 2% reduction in theft from shop incidents ➢ 2% reduction in other thefts ➢ 2% reduction in criminal damage incidents

Strategic Goal TWO – CRIME –
To significantly reduce the incidence of crime and criminal behaviour.

Q1	Q2	Q3	Q4	National Ownership	National Outcome
	✓			Assistant Commissioner, National Support Services and Assistant Commissioner, Strategy and Services	
		✓			
			✓		
		✓		Assistant Commissioner, National Support Services	
	✓				
		✓			
		✓			**Overall crime reduced by**
✓	✓	✓	✓		**2% in 2007**
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner,	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Crime and Security and Each Regional Assistant Commissioner	**Overall detection rate**
✓	✓	✓	✓		**increased by 2% in 2007**
✓				Assistant Commissioner, Crime and Security	
	✓	✓	✓		
	✓				
	✓		✓	Assistant Commissioner, National Support Services and Assistant Commissioner, Human Resource Management	
✓					
✓	✓		✓		
	✓				
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

Strategic Goal TWO – CRIME	
To significantly reduce the incidence of crime and criminal behaviour	
Divisional Actions	**Divisional Performance Indicators**
Further enhance the forensic investigative capability of the Garda Síochána	➤ The number of accredited Scenes of Crime Examiners trained per Division ➤ 10% increase in the number of suspects identified per crime scene examined
Initiate intelligence-led operations against groups engaged in organized crime, including drugs / guns / human trafficking and feud related crime	➤ The number of drug trafficking networks profiled and targeted ➤ The number of gun trafficking networks profiled and targeted ➤ The number of human trafficking networks profiled and targeted ➤ The number of feuding gangs profiled ➤ The number of targeted operations conducted against feuding gangs ➤ The number and type of operations conducted against drug dealers and users (excluding heroin) ➤ The number and type of operations conducted against heroin dealers and users ➤ The number of personnel trained in the use of the Stinger device ➤ 2% reduction in incidents involving use of firearms ➤ 5% increase in the number of seizures of illegal drugs ➤ 3% increase in the number of firearms seized
Utilise the Garda Síochána's intelligence capability to fullest extent to target, detect and prevent crimes	➤ The number of intelligence sources registered ➤ The number of intelligence reports submitted
Enhance the Garda Siochana's serious crime investigation management capability	➤ The number of Divisional Senior Investigating Officers trained ➤ Implement standard operating procedures for serious crime investigations when developed ➤ The number of District personnel trained in specialist crime investigation techniques
Increase capability to fingerprint arrested / convicted persons	➤ Number of personnel trained in the taking of fingerprints ➤ 5% increase in the number of arrested / convicted persons fingerprinted
Target high-volume crime categories	➤ 2% reduction in burglary incidents ➤ 2% reduction in theft from MPV incidents ➤ 2% reduction in theft from shop incidents ➤ 2% reduction in other thefts ➤ 2% reduction in criminal damage incidents

Strategic Goal TWO – CRIME – To significantly reduce the incidence of crime and criminal behaviour.					
Timeframe				**Divisional Ownership**	**Divisional Outcome**
Q1	**Q2**	**Q3**	**Q4**		
✓	✓	✓	✓	Each District Officer and each Detective Inspector, Limerick Division	
✓	✓		✓		
✓	✓	✓	✓	Each District Officer and each Detective Inspector, Limerick Division	**Overall crime reduced by 2% in 2007**
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		**Overall detection rate increased by 2% in 2007**
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer and each Detective Inspector, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer and each Detective Inspector, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer and each Detective Inspector, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer and each Detective Inspector, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

Strategic Goal THREE – TRAFFIC and Road Safety
To significantly reduce the incidence of fatal and serious injuries and improve road safety

National Actions	National Performance Indicators
Produce an Annual Garda Road Safety and Traffic Implementation Plan	➢ Annual Garda Road Safety and Traffic Implementation Plan ➢ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones to develop appropriate responses ➢ Consultations with key external and internal stakeholders to improve road safety
Build traffic policing capability and enhance results	➢ Monthly traffic policing results report published ➢ Dedicated Traffic Superintendent appointed in each Region ➢ Dedicated Traffic Inspector appointed in each Division ➢ Number of members and vehicles allocated to the Garda Traffic Corps per quarter ➢ Number of members trained in each Division in Forensic Collision Investigation ➢ Number of outsourced fixed speed cameras deployed
Targeted enforcement of road traffic and road transport legislation	➢ 10% increase in the number of Mandatory Alcohol Tests conducted ➢ 10% increase in the number of detections for drink driving ➢ 10% increase in the number of detections for drug driving ➢ 10% increase in the number of detections for careless and dangerous driving ➢ 10% increase in the number of detections for speeding offences ➢ 10% increase in the number of FCPS notices issued ➢ 10% increase in the number of detections for failure to wear seat belts ➢ 10% increase in the number of detections in Collision Prone Zones per Garda Division ➢ 10% increase in the number of detections of offences under Road Transport Regulations ➢ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers
Collaborate to deliver a traffic management strategy	➢ A traffic management strategy developed ➢ Standard Operating Procedures for the management of road traffic in emergencies and at public events
Further develop collision and incident analysis capability to improve road safety	➢ A national traffic collision database set up at the Garda National Traffic Bureau ➢ Number of Collision Prone Zones identified and categorised in each Garda Division
Develop and deploy a Garda Road Safety Awareness and Education Strategy	➢ A Garda Road Safety Awareness Communications Programme developed ➢ Number of Garda Road Safety Awareness presentations ➢ Deploy a Road Safety Awareness Communications Programme to each school in Ireland ➢ Six presentations on Crimecall in relation to Road Safety

Strategic Goal THREE – TRAFFIC and Road Safety
To significantly reduce the incidence of fatal and serious injuries and improve road safety.

Q1	Q2	Q3	Q4	National Ownership	National Outcome
✓	✓			Assistant Commissioner, Traffic	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Traffic and Each Regional Assistant Commissioner	
	✓				
			✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		**Reduce fatal and serious injury traffic collisions in line with Government Road Safety Strategy**
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓			Assistant Commissioner, Traffic and Each Regional Assistant Commissioner	
✓					
✓				Assistant Commissioner, Traffic	
✓	✓	✓	✓		
	✓				
		✓	✓	Assistant Commissioner, Traffic and Each Regional Assistant Commissioner	
		✓	✓		
✓	✓	✓	✓		

Strategic Goal THREE – TRAFFIC and Road Safety To significantly reduce the incidence of fatal and serious injuries and improve road safety	
Divisional Actions	**Divisional Performance Indicators**
Improve Road Safety and Traffic Management	➢ Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones to develop appropriate responses ➢ Consultations with key external and internal stakeholders to improve road safety
Build traffic policing capability and enhance results	➢ Dedicated Traffic Inspector appointed in each Division ➢ Number of members and vehicles allocated to the Garda Traffic Corps per quarter ➢ Number of members trained in each Division in Forensic Collision Investigation ➢ Number of outsourced fixed speed cameras deployed ➢ Number of Gardaí trained in the use of the Stinger device
Targeted enforcement of road traffic and road transport legislation	➢ 10% increase in the number of Mandatory Alcohol Tests conducted ➢ 10% increase in the number of detections for drink driving ➢ 10% increase in the number of detections for drug driving ➢ 10% increase in the number of detections for careless and dangerous driving ➢ 10% increase in the number of detections for speeding offences ➢ 10% increase in the number of FCPS notices issued ➢ 10% increase in the number of detections for failure to wear seat belts ➢ 10% increase in the number of detections in Collision Prone Zones per Garda District ➢ 10% increase in the number of detections of offences under Road Transport Regulations ➢ 10% increase in the number of intelligence-led covert and high-visibility operations focused on offending young drivers ➢ Number of detections for unlawful use of mobile phones by drivers.
Collaborate to deliver a traffic management strategy	➢ Development of a traffic management strategy ➢ Standard Operating Procedures for the management of road traffic in emergencies and at public events
Further develop collision and incident analysis capability to improve road safety	➢ Number of Collision Prone Zones identified and categorised in each Garda Division
Develop and deploy a Garda Road Safety Awareness and Education Strategy	➢ Organise/Provide for 3 Road Shows in the Division ➢ Number of Garda Road Safety Awareness presentations delivered ➢ Deploy a Road Safety Awareness Communications Programme to each school in the Division

Strategic Goal THREE – Traffic and Road Safety To significantly reduce the incidence of fatal and serious injuries and improve road safety.					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each District Officer and Traffic Inspector, Limerick Division	
✓	✓	✓	✓		
			✓	Traffic Inspector, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		**Reduce fatal and serious injury traffic collisions in line with Government Road Safety Strategy**
			✓	Each District Officer and Traffic Inspector, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓			Traffic Inspector, Limerick Division	
✓					
✓	✓	✓	✓	Traffic Inspector, Limerick Division	
	✓		✓	Each District Officer and Traffic Inspector, Limerick Division	
		✓	✓		
		✓	✓		

Strategic Goal FOUR – Public Order – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities	
National Actions	**National Performance Indicators**
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas	➢ Risk assessment of public order problems undertaken and action plans implemented at Divisional level ➢ The number of interagency consultation meetings and recorded agreements ➢ The number of interagency anti-social behaviour initiatives implemented at Divisional level ➢ The number of proposals for CCTV agreed at local level
Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans	➢ The number of 'Hot Spots' identified at Divisional level ➢ The number of Closure Orders applied for per Division for businesses identified as contributors to public disorder and anti-social behaviour ➢ The number of Gardaí in each Division who have undergone Public Order training and are available for deployment ➢ The number of Public Order Unit deployments on preventative and enforcement duties
Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	➢ Measure the level of underage drinking and illegal drug use at local level ➢ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division ➢ Volume of intelligence on levels and patterns of illegal drugs per Division ➢ The number of interagency prevention and diversion programmes per Division ➢ The number of licence holders briefed on Garda enforcement strategies and concerns per Division ➢ The number of detections for sale/supply of illegal drugs ➢ The number of detections for sale/supply of alcohol to underage persons ➢ The number of applications for closure of licensed premises ➢ The number of prosecutions of licence holders for allowing drunkenness on the premises
The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division	➢ 'Feeling of Safety' survey conducted ➢ Identified issues analysed by the Garda Research Unit ➢ The number of issues actioned at Divisional level

Strategic Goal FOUR – PUBLIC ORDER – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities					
Timeframe				National Ownership	National Outcome
Q1	Q2	Q3	Q4		
✓				Each Regional Assistant Commissioner,	Garda satisfaction Rate increased by 2%
✓	✓	✓	✓		
	✓	✓	✓		
✓	✓	✓	✓		
✓				Each Regional Assistant Commissioner,	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each Regional Assistant Commissioner	Reduced number of Youths involved in crime
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓			Each Regional Assistant Commissioner	
		✓			
			✓		

Strategic Goal FOUR – Public Order– To significantly reduce the incidence of public disorder and anti-social behaviour in our communities	
Divisional Actions	**Divisional Performance Indicators**
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas	➤ Risk assessment of public order problems undertaken and action plans implemented at District level ➤ The number of interagency consultation meetings and recorded agreements ➤ The number of interagency anti-social behaviour initiatives implemented at District level ➤ The number of proposals for CCTV agreed at local level
Identify local public order and anti-social behaviour 'Hot Spots' and develop responsive actions and plans	➤ The number of 'Hot Spots' identified at District level ➤ The number of Closure Orders applied for per District for businesses identified as contributors to public disorder and anti-social behaviour ➤ The number of Gardaí in each District who have undergone Public Order training and are available for deployment ➤ The number of Public Order Unit deployments on preventative and enforcement duties
Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises	➤ Measure the level of underage drinking and illegal drug use at local level ➤ Volume of intelligence on levels and patterns of trading in alcohol to underage persons per District ➤ Volume of intelligence on levels and patterns of illegal drugs per District ➤ The number of interagency prevention and diversion programmes per District ➤ The number of licence holders briefed on Garda enforcement strategies and concerns per District ➤ The number of detections for sale/supply of illegal drugs ➤ The number of detections for sale/supply of alcohol to underage persons ➤ The number of applications for closure of licensed premises ➤ The number of prosecutions of licence holders for allowing drunkenness on the premises ➤ Establish a District Committee to maintain a focus, drive and structure to the enforcement brief ➤ The number of Pub Watch Schemes established in each District
The Public Attitude Survey will measure the 'Feeling of Safety' within each Garda Division	➤ The number of issues actioned at Divisional level

Strategic Goal FOUR – Public Order – To significantly reduce the incidence of public disorder and anti-social behaviour in our communities					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
✓				Each District Officer, Limerick Division	Garda satisfaction Rate increased by 2%
✓	✓	✓	✓		
	✓	✓	✓		
✓	✓	✓	✓		
✓				Each District Officer, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	Reduced number of Youths involved in crime
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓	✓	✓		
✓	✓	✓	✓		
✓					
✓	✓	✓	✓		
	✓		✓	Each District Officer, Limerick Division	

Strategic Goal FIVE – Ethnic and Cultural Diversity
To provide equal protection and appropriate service, while nurturing mutual respect and trust

National Actions	National Performance Indicators
Provide protection and redress against racist incidents	➢ Record and investigate all racist incidents ➢ The number of prosecutions associated with racist incidents ➢ The number of referrals to victim support organizations relating to racist incidents
Build trust and confidence with ethnic and culturally diverse communities	➢ Progress report on the Garda Human Rights Implementation Plan ➢ Survey conducted with ethnic and culturally diverse groups on satisfaction with the Garda service ➢ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ➢ The number of Ethnic Liaison Officer meetings and evaluation reports prepared ➢ Audit of processes and procedures relating to the quality and effectiveness and human rights compliance of the Garda Siochana's immigration service
Communicate effectively with ethnic and culturally diverse communities	➢ The number of meetings per Division with ethnic and culturally diverse communities ➢ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees ➢ The volume of Garda multilingual information material ➢ Directory of available interpreters for use by the Garda Siochana developed and distributed to each Division ➢ Increased availability of diverse language training throughout the Garda Siochana
Ensure that the Garda service is representative of the community we serve	➢ Proactive advertisement and recruitment programme for ethnic and culturally diverse applicants ➢ The number of persons from ethnic and culturally diverse communities joining the Garda Siochana ➢ Organisation support mechanisms established to ensure the retention of members from ethnic and culturally diverse communities

Strategic Goal FIVE – Ethnic and Cultural Diversity
To provide equal protection and appropriate service, while nurturing mutual respect and trust.

Timeframe				National Ownership	National Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each Regional Assistant Commissioner,	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Assistant Commissioner, Human Resource Management Assistant Commissioner, Strategy and Services Each Regional Assistant Commissioner Assistant Commissioner, National Support Services	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		**Public Confidence**
✓	✓	✓	✓		**increased by 2%**
✓	✓	✓	✓	Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
	✓				
✓	✓	✓	✓		
		✓		Assistant Commissioner, Human Resource Management	
✓	✓	✓	✓		
✓	✓	✓	✓		

Strategic Goal FIVE – Ethnic and Cultural Diversity
To provide equal protection and appropriate service, while nurturing mutual respect and trust.

Divisional Actions	Divisional Performance Indicators
Provide protection and redress against racist incidents	➤ Record and investigate all racist incidents ➤ The number of prosecutions associated with racist incidents ➤ The number of referrals to victim support organisations relating to racist incidents
Build trust and confidence with ethnic and culturally diverse communities	➤ The number of targeted initiatives with ethnic and culturally diverse groups including traveller, refugee and migrant communities ➤ The number of Ethnic Liaison Officer meetings and evaluation reports prepared
Communicate effectively with ethnic and Culturally diverse communities	➤ The number of Meetings/Talks delivered on relevant policing issues to ethnic and culturally diverse communities to educate and provide information on topics such as road safety, community safety etc. ➤ The number of ethnic and cultural issues addressed in the context of Joint Policing Committees ➤ The volume of Garda multilingual information material ➤ Directory of available interpreters for use by the Garda Síochána developed and distributed to each District ➤ Conduct an audit of the level of language skills among Garda personnel at Divisional level
Ensure that the Garda service is representative of the community we serve	➤ Organisation support mechanisms established to ensure the retention of members from ethnic and culturally diverse communities ➤ Actively encourage and support the recruitment of persons from ethnic and culturally diverse communities to the Garda Síochána
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	➤ The number of committees developed
Organise sporting and cultural events in consultation with immigrant communities to facilitate the building of relationships and further develop trust and confidence in the Garda Síochána	➤ The number of events organised

Strategic Goal FIVE – Ethnic and Cultural Diversity
To provide equal protection and appropriate service, while nurturing mutual respect and trust.

Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
✓	✓	✓	✓	Each District Officer, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	**Public confidence**
✓	✓	✓	✓		**Increased by 2%**
✓	✓	✓	✓		
	✓				
	✓		✓		
	✓		✓	Each District Officer, Limerick Division	
	✓		✓		
	✓		✓	Each District Officer, Limerick Division	
✓	✓	✓	✓	Each District Officer, Limerick Division	

Strategic Goal SIX – Community Engagement
To build a Garda service that reflects the needs and priorities of the people in Ireland.

National Actions	National Performance Indicators
Develop the Garda Síochána National Model of Community Policing	➤ Public consultations to inform the development of the Garda Síochána National Model of Community Policing ➤ Pilot the Garda Síochana National Model of Community Policing at Divisional level ➤ The number of Gardai employed full-time on Community Policing ➤ The number of active Community Alert / Neighbourhood Watch schemes in operation
Develop a Youth Strategy to advance appropriate Garda services for children and young people	➤ Assessment of Garda youth-related services ➤ Consult with youth service providers to inform proposed new strategy ➤ Produce draft strategy for consideration ➤ Implement strategy at Divisional level
Enhance victim-related services	➤ Appoint a Superintendent as Victim Liaison Officer in Community Relations ➤ The number of referrals to victim support organizations ➤ The number of Family Liaison Officers appointed and trained ➤ 2% reduction in the level of repeat victimisation
Engage fully in Joint Policing Committees and local policing fora	➤ Garda policy on Joint Policing Committees developed ➤ The number of meetings attended by Gardai ➤ The number of recommendations from Joint Policing Committees included in Divisional and District Policing Plans ➤ The number of community based CCTV systems supported
Ensure a visible public Garda presence within the community and particularly in RAPID areas	➤ 5% increase in the satisfaction with Garda visibility in the locality ➤ The number of visible patrols ➤ The number of visible patrols in RAPID areas ➤ The number of initiatives implemented in RAPID areas

Strategic Goal SIX – Community Engagement					
To build a Garda service that reflects the needs and priorities of the people in Ireland.					
Timeframe				National Ownership	National 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 and Each Regional Assistant Commissioner	
✓	✓	✓	✓		
			✓		
✓	✓	✓	✓		
			✓	Assistant Commissioner, Strategy and Services and Each Regional Assistant Commissioner	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		

Strategic Goal SIX – Community Engagement	
To build a Garda service that reflects the needs and priorities of the people in Ireland.	
Divisional Actions	**Divisional Performance Indicators**
Further develop Community Policing	➤ The number of Gardaí employed full-time on Community Policing ➤ The number of active Community Alert / Neighbourhood Watch schemes in operation in each District
Deliver an appropriate Garda services for children and young people	➤ Develop a District Committee to lead and co-ordinate Youth strategies ➤ Implement National strategy at Divisional level when developed
Enhance victim-related services	➤ The number of referrals to victim support organisations ➤ The number of Family Liaison Officers appointed and trained ➤ 2% reduction in the level of repeat victimisation
Engage fully in Joint Policing Committees and local policing fora	➤ The number of meetings attended by Gardaí ➤ The number of recommendations from Joint Policing Committees included in District Policing Plans ➤ The number of community based CCTV systems supported
Ensure a visible public Garda presence within the community and particularly in RAPID areas	➤ 5% increase in the satisfaction with Garda visibility in the locality ➤ The number of visible patrols ➤ The number of visible patrols in RAPID areas ➤ The number of initiatives implemented in RAPID areas
Assign specific areas / beats / patrols to individual Gardai in their District	➤ Number of Gardaí assigned

Strategic Goal SIX – Community Engagement
To build a Garda service that reflects the needs and priorities of the people in Ireland.

Timeframe				Divisional Ownership	Divisional Outcome
Q1	**Q2**	**Q3**	**Q4**		
✓	✓	✓	✓	Each District Officer, Limerick Division	
✓	✓	✓	✓		
✓				Each District Officer, Limerick Division	
			✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	**A Garda service that reflects the needs and priorities of the people of Ireland**
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓		
✓	✓	✓	✓	Each District Officer, Limerick Division	

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