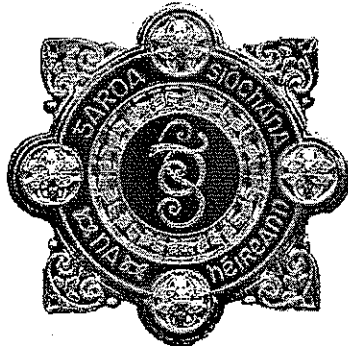


An Garda Síochána



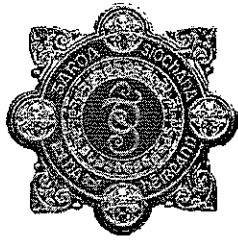
Cork City Division Policing Plan 2008

Mission Statement

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

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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
- ☐ Practicing disciplined professionalism
- ☐ Being honest and truthful and adhering to the principles of fairness and justice
- ☐ Promoting and accepting diversity in all its forms
- ☐ Continuously learning and embracing change

FOREWORD

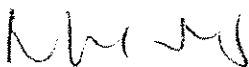
This Divisional Policing Plan for Cork City reflects the actions required to achieve the expected outcomes of the six strategic goals of the Garda Síochána Corporate Strategy 2007 – 2009. The delivery of the Garda service in Cork City will be guided by the key imperatives of public safety, public confidence and public accountability. The Plan builds on our success in 2007 and sets out specific actions and performance measures to be achieved in a manner which reflects the human rights principles of legality, necessity, proportionality and accountability.

Our key focus is to improve the quality of life of the diverse communities in Cork City through maintaining and strengthening the partnerships and networks already forged and by engaging fully with the Cork City Joint Policing Committee.

We will strive to provide a visible presence and effective response to the challenges of crime, anti-social behaviour and road safety while continuing our strategy to deliver on work unseen by the community that provides vital protection against serious and organised crime including drugs and terrorism.

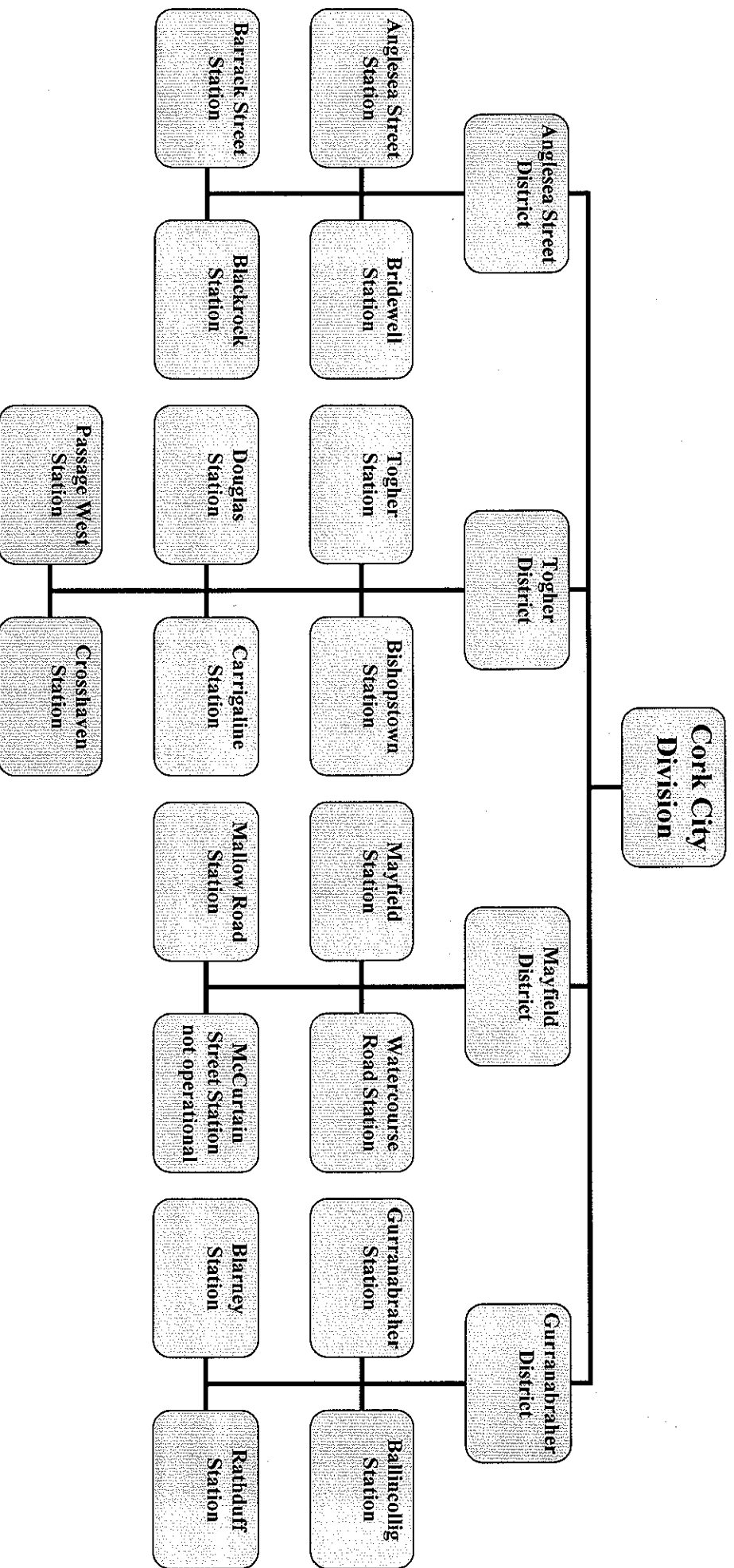
The expansion of the Garda Reserve in Cork City and the additional civilian support staff are welcomed and will further enhance our capability to provide a policing service that is aligned with community needs and expectations and which will maximise the use of resources.

We thank you for your ongoing co-operation and support. We welcome your feedback and constructive suggestions which will inform and shape the continuous improvement of our service delivery and approach.



Kevin G. Ludlow
Chief Superintendent
Cork City Division

Structure of Cork City Garda Division



STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

To maintain national and international security

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Identify and analyse the threats to national and international security within Cork City Division	<ul style="list-style-type: none"> Identify, assess, categorise and record threats within Cork City Division 	✓	✓	✓	✓	Each District Officer and Detective Inspector, Anglesea Street in conjunction with Regional Detective Superintendent	All threats against the State's national and international security contained to ensure a secure democracy
Profile identified groups and individuals	<ul style="list-style-type: none"> 100% of identified groups and individuals profiled 	✓	✓	✓	✓	Each District Officer, Detective Inspector, Anglesea Street in conjunction with Regional Detective Superintendent	

STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Initiate responses to the identified threats	• Initiate operations against 100% of identified targets	✓	✓	✓	✓	Detective Inspector, Anglessea Street in conjunction with Regional Detective Superintendent	All threats against the State's national and international security contained to ensure a secure democracy
	• Number of individuals arrested for terrorist/subversive offences	✓	✓	✓	✓		
	• Number of individuals prosecuted for terrorist/subversive offences	✓	✓	✓	✓		
	• Complete the actions required to support the development of the National Critical Infrastructure Security Plan	✓	✓			Each District Officer and Crime Prevention Sergeant	
Enhance the Garda capability to anticipate and respond proactively to national and international events	• Review and update the Garda Procedures for Cork Joint Major Emergency Plan		✓			Divisional Traffic Inspector	
	• Review response plan to security and emergencies at Cork Airport		✓			District Officer, Togher	
	• Conduct training needs analysis for key Garda staff in the implementation of Major Emergency Plans		✓			Divisional Traffic Inspector and each District Officer	

STRATEGIC GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Enhance the Garda capability to anticipate and respond proactively to national and international events - <i>continued</i>	<ul style="list-style-type: none"> • Deliver training programme 	✓	✓	✓	✓	Divisional Traffic Inspector and Sergeant in Charge, Continuous Professional Development	All threats against the State's national and international security contained to ensure a secure democracy
			✓		✓	Divisional Traffic Inspector and Assistant District Officer, Anglesea Street	
						Each District Officer,	
						Divisional Officer and Divisional Traffic Inspector	
	<ul style="list-style-type: none"> • Conduct two table top exercise for Control Room Staff 		✓		✓		All threats against the State's national and international security contained to ensure a secure democracy
			✓	✓	✓	Each District Officer,	
	<ul style="list-style-type: none"> • Brief staff on Garda Procedures for Cork Joint Major Emergency Plan 						All threats against the State's national and international security contained to ensure a secure democracy
			✓	✓	✓	Each District Officer,	
	<ul style="list-style-type: none"> • Meet the timeframe for the development and implementation of the Major Emergency Management Programme 	✓	✓	✓	✓	Divisional Officer and Divisional Traffic Inspector	All threats against the State's national and international security contained to ensure a secure democracy

STRATEGIC GOAL TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Implement the National Crime Reduction and Prevention Strategy	<ul style="list-style-type: none"> Commence implementation of National Crime Reduction and Prevention Strategy when completed 				✓	Each District Officer, each Detective Inspector and Crime Prevention Sergeant	Contribute to the national goal of reducing crime by 2%
Enhance the forensic and investigative capability of the Garda Síochána	<ul style="list-style-type: none"> Evaluation of Scenes of Crime Pilot completed 				✓	Detective Inspector, Anglesea Street and Sergeant in Charge	Contribute to the national goal of increasing the detection rate by 2%
	<ul style="list-style-type: none"> Fully resource the Crime Scene Investigation Team 		✓			Crime Scene Investigation Team	
	<ul style="list-style-type: none"> 100% of burglary scenes examined by Crime Scene Investigation Team 	✓	✓	✓	✓		
	<ul style="list-style-type: none"> 100% of persons detained under lawful authority photographed and fingerprinted 	✓	✓	✓	✓	Each District Officer and each Detective Inspector	
	<ul style="list-style-type: none"> 5% increase in the number of detections as a result of forensic examination and identification 	✓	✓	✓	✓		
	<ul style="list-style-type: none"> Divisional capability in phone and CCTV analysis enhanced by providing 2 additional trained staff 				✓	Regional Detective Superintendent	

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals engaged in gun crime	<ul style="list-style-type: none"> 100% of authorised firearms personnel trained 	✓	✓	✓	✓	Each District Officer and Detective Inspector, Anglesea Street	Contribute to the national goal of reducing crime by 2%
			✓			District Officer, Anglesea Street and Regional Detective Superintendent	
Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within Cork City	<ul style="list-style-type: none"> 5% increase in Operation Anvil Firearm Prevention patrols 	✓	✓	✓	✓	Each District Officer	Contribute to the national goal of increasing the detection rate by 2%
						Each Detective Inspector and Divisional Drugs Inspector	
	<ul style="list-style-type: none"> 5% increase in intelligence-led operations against street-level drug dealers 	✓	✓	✓	✓	Divisional Drugs Inspector	
	<ul style="list-style-type: none"> 5% increase in the number of drug seizures 	✓	✓	✓	✓		

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Continue and intensify intelligence-led operations against groups and individuals engaged in the trafficking of illegal drugs, guns and immigrants into and within Cork City - <i>continued</i>	<ul style="list-style-type: none"> 5% increase in Section 15 Misuse of Drugs Act detections – offences of sale/supply of controlled drugs 5% increase in Section 3 Misuse of Drugs Act detections – offence of possession for personal use Support and implement relevant sections of the National Drugs Strategy 	✓	✓	✓	✓	Divisional Drugs Inspector	Contribute to the national goal of reducing crime by 2%
Deploy Regional Garda Dog Unit in intelligence-led operations against drug, gun and human trafficking networks	<ul style="list-style-type: none"> Number of deployments of Regional Garda Dog Unit in intelligence-led operations against drug, gun and human trafficking networks 	✓	✓	✓	✓	Each Detective Inspector and Divisional Drugs Inspector	Contribute to the national goal of increasing the detection rate by 2%

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Target organised prostitution in Cork City through intelligence-led operations to achieve prosecutions and seizure of assets of persons engaged	• Number of operations conducted	✓	✓	✓	✓	Detective Inspector, Anglesea Street	Contribute to the national goal of reducing crime by 2%
	• Number of targets profiled for asset seizure	✓	✓	✓	✓		
	• Number of prosecutions	✓	✓	✓	✓		
Enhance the Divisional serious crime investigation capability	• Deployment of two senior investigation officers		✓			Divisional Officer	Contribute to the national goal of increasing the detection rate by 2%
	• Provide training for 8 personnel working on administrative functions of major crime investigations		✓		✓	Detective Inspector, Anglesea Street	
Maximise the Garda Síochána's intelligence gathering and management capability to target, prevent and solve crime	• Increase by 10% the number of covert human intelligence sources	✓	✓	✓	✓	Each District Officer and each Detective Inspector	
	• 10% increase in the number of intelligence reports submitted to Criminal Intelligence Officer	✓	✓	✓	✓	Detective Inspector, Mayfield	
	• Increase by 2% the number of bulletins issued by Criminal Intelligence Officer	✓	✓	✓	✓		

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Maximise the Garda Síochána's intelligence gathering and management capability to target, prevent and solve crime - <i>continued</i>	• Criminal Intelligence Officer to brief each District Conference once per month	✓	✓	✓	✓	Detective Inspector, Mayfield	Contribute to the national goal of reducing crime by 2%
	• Criminal Intelligence Officer to brief units bi-monthly	✓	✓	✓	✓		
	• Briefing to be held quarterly involving Divisional and District Crime Unit and Criminal Intelligence Officers and CHIS operatives	✓	✓	✓	✓		
	• Two reserve Criminal Intelligence Officers trained		✓	✓			
	• Increase by 3 the number of trained Divisional Assets Profilers deployed		✓		✓		
Establish a process to enhance the contribution of the Divisional Traffic Corps to prevent and detect crime and interdict drugs	• Number of targets profiled with a focus on seizing criminal assets		✓	✓	✓	Detective Inspector, Anglesea Street	Contribute to the national goal of increasing the detection rate by 2%
	• Process established	✓				Divisional Traffic Inspector	
	• Number of intelligence submissions	✓	✓	✓	✓		

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Proactively target high-volume and high-impact crime including domestic violence and sexual crime	• Achieve an overall detection rate of 50%	✓	✓	✓	✓	Each District Officer and each Detective Inspector	Contribute to the national goal of reducing crime by 2%
	• Contribute to the national goal of reducing high volume crime by 2%	✓	✓	✓	✓		
	• 3% reduction in Burglary	✓	✓	✓	✓		
	• 3% reduction in theft other	✓	✓	✓	✓		
	• 5% reduction in theft from shop	✓	✓	✓	✓		
	• 3% reduction in theft from MPV	✓	✓	✓	✓		
	• 5% reduction in theft from the person	✓	✓	✓	✓		
	• 5% reduction in arson	✓	✓	✓	✓		
	• Utilise Senior Investigation Officers in the investigation of all high-impact crime	✓	✓	✓	✓	Each District Officer	
	• Number of crime prevention risk assessments conducted	✓	✓	✓	✓	Crime Prevention Sergeant	

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Ensure compliance with pro-arrest Garda Policy on domestic violence	<ul style="list-style-type: none"> • Audit 100% of domestic violence incidents on PULSE • Number of arrests made for Domestic Violence and/or breach of Court Orders 	✓	✓	✓	✓	Each District Officer and Designated Inspector	Contribute to the national goal of reducing crime by 2%
Research, develop and implement best practices in relation to the execution of bench and committal warrants	<ul style="list-style-type: none"> • Reduce by 10% number of bench warrants in existence • Reduce by 10% number of committal warrants on hand 	✓	✓	✓	✓	Each District Officer	Contribute to the national goal of increasing the detection rate by 2%
Increase the number of fingerprint and palm prints submitted to the Technical Bureau	<ul style="list-style-type: none"> • 5% increase in the number of fingerprints and palm prints taken 	✓	✓	✓	✓	Each District Officer and Detective Inspector, Anglesea Street	Contribute to the national goal of increasing the detection rate by 2%

STRATEGIC GOAL TWO – CRIME

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Manage the risk posed by sex offenders and ensure their compliance with the terms of the Sexual Offenders Act, 2001	<ul style="list-style-type: none"> Appoint an Inspector with divisional responsibility for the monitoring of sex offenders 	✓				Divisional Officer	Contribute to the national goal of reducing crime by 2%
	<ul style="list-style-type: none"> Each listed and new sex offender to be assigned to a Garda for monitoring of movement 	✓	✓	✓	✓	Detective Inspector, Anglesea Street	Contribute to the national goal of increasing the detection rate by 2%
	<ul style="list-style-type: none"> Monitor, in conjunction with the Garda Domestic Violence and Sexual Assault Investigation Unit, the arrival of high-risk sex offenders into Cork City Division 	✓	✓	✓	✓		

STRATEGIC GOAL THREE – TRAFFIC AND ROAD SAFETY

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

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Targeted enforcement of road traffic and road transport legislation	• 10% increase in detections for driving while intoxicated	✓	✓	✓	✓	Each District Officer and Divisional Traffic Inspector	Safer roads in Ireland
	• 10% increase in speeding detections	✓	✓	✓	✓		
	• 10% increase in road transport offences detected	✓	✓	✓	✓		
	• 5% increase in seat belt detections	✓	✓	✓	✓		
	• 5% reduction in fatal injury collisions	✓	✓	✓	✓		
	• 5% reduction in serious injury collisions	✓	✓	✓	✓	Each District Officer and Divisional Traffic Inspector	Safer roads in Ireland
	• 5% increase in detections for using mobile phone while driving	✓	✓	✓	✓		
	• Number of persons breath tested in public places	✓	✓	✓	✓		
	• Contribute to the national target of achieving 10% reduction in fatal and serious injury collisions involving drivers in the 17-26 year age group	✓	✓	✓	✓		
Targeted intelligence-led operations against offending young drivers		✓	✓	✓	✓	Divisional Traffic Inspector	

STRATEGIC GOAL THREE – TRAFFIC AND ROAD SAFETY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Targeted intelligence-led operations against offending young drivers - <i>continued</i>	<ul style="list-style-type: none">Target hotspots and implement one enforcement operation monthly focussed on offending young drivers	✓	✓	✓	✓	Divisional Traffic Inspector	Safer roads in Ireland
Ensure the effective policing of major events in Cork City Division in terms of road safety and road traffic management	<ul style="list-style-type: none">Number of traffic management plans and targeted enforcement operations covering routes to all major events	✓	✓	✓	✓	Each District Officer in conjunction with Divisional Traffic Inspector and Regional Traffic Superintendent	
Increase divisional capability in traffic policing	<ul style="list-style-type: none">Maintain and increase Divisional Traffic Corps strength in accordance with organisational policy	✓	✓	✓	✓	Divisional Officer	
	<ul style="list-style-type: none">Distribute a standard operating procedures manual as a reference book		✓			Divisional Traffic Inspector	
	<ul style="list-style-type: none">Conduct training needs analysis for members of Divisional Traffic Corps	✓					
	<ul style="list-style-type: none">Role specific training provided for Divisional Traffic Corps members		✓	✓	✓		

STRATEGIC GOAL THREE – TRAFFIC AND ROAD SAFETY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Increase divisional capability in traffic policing - <i>continued</i>	<ul style="list-style-type: none"> Enhance visibility and enforcement capability through reviewed rostering and more effective deployment 	✓	✓	✓	✓	Divisional Traffic Inspector	Safer roads in Ireland
	<ul style="list-style-type: none"> Provide suitable traffic signage to improve traffic management and road safety to cater for emergencies/diversions 	✓				Divisional Traffic Inspector	
Utilise automated technology to enhance traffic operations	<ul style="list-style-type: none"> Review all existing Collision Prone Zones in Cork City Division in conjunction with the Garda National Traffic Bureau Research and advise Garda National Traffic Bureau on the location for deployment of safety cameras Information technology system for administrating the pilot project on the towing, storage and disposal of seized vehicles upgraded 	✓	✓	✓	✓	Divisional Traffic Inspector	

STRATEGIC GOAL THREE – TRAFFIC AND ROAD SAFETY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Promote Road Safety through engaging with the community, schools, colleges and business sector	• Up-skill 4 additional personnel to deliver road safety presentations	✓	✓			Divisional Traffic Inspector	Safer roads in Ireland
	• Number of road safety promotion presentations delivered in schools and colleges	✓	✓	✓	✓		
	• Ensure that the Garda Primary Schools Programme Road Safety Module is delivered to each primary school	✓	✓	✓	✓	Community Policing Sergeant	
	• Target one business for road safety awareness training bi-monthly	✓	✓	✓	✓	Divisional Traffic Inspector	
	• Complete one initiative with the media each week to raise awareness of road safety	✓	✓	✓	✓		

STRATEGIC GOAL THREE – TRAFFIC AND ROAD SAFETY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Engage with the Road Safety Authority and other relevant stakeholders in implementing the Road Safety Strategy	• Number of traffic management initiatives completed in association with other stakeholders	✓	✓	✓	✓	Divisional Traffic Inspector	Safer roads in Ireland
	• Number of consultation meetings with key external stakeholders e.g. Cork City Council, Cork County Council, Bus Eireann, Contractors to improve road safety and enhance traffic management and traffic flow	✓	✓	✓	✓		
	• Develop a traffic management plan to respond to incidents of flooding in Cork City	✓					

STRATEGIC GOAL FOUR – PUBLIC ORDER

To significantly reduce the incident of public disorder and anti-social behaviour in our communities

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Proactively target groups and individuals involved in anti-social behaviour	• 10% increase in the number of targeted public order patrols achieved	✓	✓	✓	✓	Each District Officer	To contribute to the national goal of increasing the 'feeling of public safety' by 10% by reducing incidents of public disorder by 5%
	• 15% increase in the number of arrests for incidents of public disorder achieved	✓	✓	✓	✓		
	• Number of Anti-Social Behaviour Warnings issued	✓	✓	✓	✓		
	• Number of Anti-Social Good Behaviour Contracts issued through considering same in appropriate public disorder incidents	✓	✓	✓	✓		
	• Deployments of the Regional Garda Dog Unit in targeted public order patrols	✓	✓	✓	✓		

STRATEGIC GOAL FOUR – PUBLIC ORDER

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
In consultation with community and statutory groups and elected representatives, identify and target local public order and anti-social behaviour 'hot-spots' through weekly review, and put in place responsive actions and plans	• 100% of locally identified 'hot-spots' targeted through specific operational plans	✓	✓	✓	✓	Each District Officer	To contribute to the national goal of increasing the 'feeling of public safety' by 10% by reducing incidents of public disorder by 5%
	• Number of public order arrests	✓	✓	✓	✓		
	• 5% reduction in incidents of public disorder	✓	✓	✓	✓		
	• Number of people prosecuted under the Firearms and Offensive Weapons Act, 1990	✓	✓	✓	✓		
Enforce the law dealing with alcohol and drug-related anti-social behaviour						Each District Officer	
	• 5% reduction in incidents of assaults	✓	✓	✓	✓		
	• 5% reduction in incidents of criminal damage	✓	✓	✓	✓		

STRATEGIC GOAL FOUR – PUBLIC ORDER

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Work with voluntary and statutory agencies in an integrated approach to achieve reduction in anti-social behaviour	<ul style="list-style-type: none"> Meetings arranged each quarter with local voluntary and statutory agencies 	✓	✓	✓	✓	Each District Officer	<p>To contribute to the national goal of increasing the 'feeling of public safety' by 10% by reducing incidents of public disorder by 5%</p>
Liaise with third level institutions to address issues of anti-social behaviour	<ul style="list-style-type: none"> Quarterly meetings of Campus Watch held at University College Cork and Cork Institute of Technology 	✓	✓	✓	✓	District Officer, Anglesea Street and District Officer, Togher	
	<ul style="list-style-type: none"> Provide presentation focussed on information and advice to 1st year students in both University College Cork and Cork Institute of Technology 						
Establish a partnership approach in each District with the licensed trade and other relevant stakeholders to address common problems associated with the night-time economy	<ul style="list-style-type: none"> Forum established with the licensed trade and other relevant stakeholders in each District 	✓	✓	✓	✓	Each District Officer	

STRATEGIC GOAL FOUR – PUBLIC ORDER

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Proactively enforce the Liquor Licensing Laws (on-licence and off-licence) with particular emphasis on the sale/supply of alcohol to underage and drunken persons	<ul style="list-style-type: none"> The number of targeted operations to detect: <ul style="list-style-type: none"> Underage drinking and sale/supply of alcohol to underage persons Sale/supply of alcohol to drunken persons on licensed premises Number of inspections of licensed premises Number of Closure Orders sought 	✓	✓	✓	✓	Each District Officer	To contribute to the national goal of increasing the 'feeling of public safety' by 10% by reducing incidents of public disorder by 5%
		✓	✓	✓	✓		
		✓	✓	✓	✓		
Consult with Local Authorities on the adoption of resolutions concerning times of Special Exemption Orders	<ul style="list-style-type: none"> Number of consultations held between District Officers and Local Authorities in relation to the Local Authority adopting a resolution concerning the expiry times for Special Exemption Orders per Section 11, Intoxicating Liquor Act, 2003 		✓		✓	Each District Officer	

STRATEGIC GOAL FOUR – PUBLIC ORDER

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Maximise the use of CCTV technology	• Number of CCTV systems commissioned	✓	✓	✓	✓	Crime Prevention Sergeant in liaison with District Officers	To contribute to the national goal of increasing the ‘feeling of public safety’ by 10% by reducing incidents of public disorder by 5%
	• 10% additional locations for Garda CCTV schemes identified		✓	✓	✓		
	• Support and submit the application to extend Garda CCTV to include College Road		✓			District Officer, Anglesea Street	
Conduct an analysis of the findings of the Public Attitudes Survey 2007 with a view to developing initiatives to address ‘feeling of safety’ issues	• Strategy developed and implemented to address analysis findings	✓	✓	✓	✓	Each District Officer	

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Implement the Garda Diversity Strategy when developed	<ul style="list-style-type: none">Garda Diversity Strategy implemented	✓	✓	✓	✓	Each District Officer and Community Policing Sergeant	Public confidence increased by 2%
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">Number of public information events held to attract applicants for Gardai and Reserve Gardai	✓	✓	✓	✓	Community Policing Sergeant	
	<ul style="list-style-type: none">Number of Garda career talks given	✓	✓	✓	✓		
	<ul style="list-style-type: none">Number of awareness trips to the Garda College for leaders of ethnic minorities and prospective candidates	✓	✓	✓	✓		

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Further develop and support an interagency approach to service delivery to ethnic and culturally diverse communities	• Number of networking/liaison committees supported	✓	✓	✓	✓	Each District Officer and Community Policing Sergeant	Public confidence increased by 2%
	• Number of networking/liaison committee meetings attended	✓	✓	✓	✓		
	• Number of meetings held with statutory and voluntary agencies	✓	✓	✓	✓		
	• Number of meetings with ethnic and cultural communities attended by senior Garda management	✓	✓	✓	✓		
	• Number of targeted initiatives including sporting and cultural activities arranged in conjunction with members of ethnic communities	✓	✓	✓	✓		

STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Ensure all racist incidents are recorded and fully investigated	• Number of racist incidents reported, recorded and investigated		✓		✓	Each District Officer and Community Policing Sergeant	
	• Number of initiatives to promote anti-racism	✓	✓	✓	✓		
	• Establish satisfaction rating of victims of racist incidents with overall service provided	✓	✓	✓	✓		
	• Train 100% of Community Gardai as Ethnic Liaison Officers	✓	✓	✓	✓		
Enhance the Garda Síochána ethnic and cultural services	• Provide diversity training for 100 members	✓	✓	✓	✓	Designated Inspector and Sergeant in Charge Continuous Professional Development	Public confidence increased by 2%
	• Establish a contact database of community leaders within the ethnic and culturally diverse communities to provide guidance and assistance to An Garda Síochána when required		✓	✓	✓	Community Policing Sergeant	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

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

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Implement the Garda Síochána National Model of Rural and Urban Community Policing when developed	<ul style="list-style-type: none"> Action the National Model of Rural and Urban Community Policing at local level 		✓	✓	✓	Each District Officer, Designated Inspectors and Community Policing Sergeant	A Garda service that reflects the needs and priorities of the people of Ireland
Implement policy relating to Neighbourhood Watch/Community Alert schemes	<ul style="list-style-type: none"> Divisional Neighbourhood Watch/Community Alert Committee established 		✓	✓	✓	Divisional Officer, Designated Inspectors and Community Policing Sergeant	
	<ul style="list-style-type: none"> District Neighbourhood Watch/Community Alert Committee established Review all existing Neighbourhood Watch/Community Alert schemes under the following headings: <ul style="list-style-type: none"> - Active - Inactive - Dormant 		✓	✓	✓	Each District Officer, Designated Inspectors and Community Policing Sergeant	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Implement policy relating to Neighbourhood Watch/Community Alert schemes - <i>continued</i>	<ul style="list-style-type: none"> Issues identified in the reviews addressed in accordance with local community needs and expectations 		✓	✓	✓	Each District Officer, Designated Inspectors and Community Policing Sergeant	<p>A Garda service that reflects the needs and priorities of the people of Ireland</p>
Review the Business Watch schemes to enhance effectiveness	<ul style="list-style-type: none"> Review completed and recommendations actioned 		✓	✓		Each District Officer and Community Policing Sergeant	
Review the Hospital Watch schemes to enhance effectiveness	<ul style="list-style-type: none"> Review completed and recommendations actioned 		✓	✓		Each District Officer and Community Policing Sergeant	
Extend Campus Watch to include St John's College	<ul style="list-style-type: none"> Campus Watch effectively established in St John's College 		✓			District Officer, Anglessea Street	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT
CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Implement the Garda Youth Strategy to advance appropriate services for children and young people in accordance with the National Youth Justice Strategy	• Identify one additional location for the further deployment of the Garda Youth Diversion Project		✓			Juvenile Liaison Sergeant	A Garda service that reflects the needs and priorities of the people of Ireland
	• Requirement for additional Juvenile Liaison Officer assessed and report submitted		✓				
Build and utilise Garda capability in the provision of victim-related services	• Every victim of crime to be provided with the contact details of investigating Gardai and, where appropriate, the availability of Victim Support Services	✓	✓	✓	✓	Each District Officer	
	• Two trained Family Liaison Officers appointed in each Garda District	✓	✓	✓	✓		
	• Assign a trained Family Liaison Officer in investigations involving a fatality and in all other investigations deemed appropriate by the District Officer	✓	✓	✓	✓		

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Train all Community Gardai in Garda Schools Programme and a selected number of personnel at District level	<ul style="list-style-type: none">All Community Gardai and selected members from each District trained	✓	✓	✓	✓	Community Policing Sergeant	A Garda service that reflects the needs and priorities of the people of Ireland
Actively support the Juvenile Diversion Programme and the Restorative Justice Programme	<ul style="list-style-type: none">Increase number of formal cautions by 2%	✓	✓	✓	✓	Each District Officer and Juvenile Liaison Sergeant	
	<ul style="list-style-type: none">Increase number of informal cautions by 2%	✓	✓	✓	✓		
	<ul style="list-style-type: none">Increase number of restorative justice conferences by 2%	✓	✓	✓	✓		
Promote a positive relationship with young people through the Cork City Garda Youth Awards	<ul style="list-style-type: none">Increase number of nominations by 5%				✓	Designated Inspector and Juvenile Liaison Sergeant	
	<ul style="list-style-type: none">Awards Ceremony held				✓		

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Deliver An Garda Síochána Schools Programme in Primary Schools (5 th Class) and Secondary Schools (SPHE Class)	• 100% of Programme delivered in Primary Schools	✓	✓	✓	✓	Designated Inspector and Community Policing Sergeant	A Garda service that reflects the needs and priorities of the people of Ireland
	• 100% of Programme delivered in Secondary Schools	✓	✓	✓	✓		
Engage fully with the Joint Policing Committee and local policing fora	• Recommendations emanating from Joint Policing Committee assessed and actioned as appropriate through the Divisional and District Policing Plans	✓	✓	✓	✓	Divisional Officer and each District Officer	
	• Establish Community Fora in each of the four Garda Districts	✓	✓	✓	✓	Each District Officer and Community Policing Sergeant	
	• 100% of Community Policing Fora meetings attended by Garda personnel of appropriate rank	✓	✓	✓	✓		
	• Three public meetings held and attended by senior Garda management	✓	✓	✓	✓	Each District Officer	

STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT

CONTINUED

Divisional Actions	Performance Indicator	Targeted Timeframe				Process Owners	Outcome
		Q1	Q2	Q3	Q4		
Implement the Garda High Visibility Project	• Action the relevant elements of the High Visibility Project		✓	✓	✓	Divisional Officer and each District Officer	A Garda service that reflects the needs and priorities of the people of Ireland
	• Four high visibility foot patrols completed per month by senior Garda management	✓	✓	✓	✓		
	• Increase by 10% the number of high visibility patrols in Rapid areas in comparison to the pilot project	✓	✓	✓	✓	Each District Officer	
	• 80% of emergency telephone calls answered within 20 seconds	✓	✓	✓	✓	Assistant District Officer, Anglesea Street	
	• Attain the target of 65% of emergency calls responded to within 15 minutes	✓	✓	✓	✓	Each District Officer and Assistant District Officer, Anglesea Street	

Priorities for the Garda Síochána for 2008
Determined by the Minister for Justice, Equality and
Law Reform under Section 20 of the Garda Síochána Acts 2005 to 2007

Gun crime, organised crime and drugs

1. To target gun crime, organised crime and drug trafficking, particularly through
 - ▣ the use, in particular, of specialist units and targeted operations such as Operation Anvil
 - ▣ profiling, intelligence gathering and threat assessments in relation to individuals/groups involved in these categories of crime
 - ▣ delivery on Garda actions and performances set out in the National Drugs Strategy
 - ▣ the pursuit by the Criminal Assets Bureau of the proceeds of crime, including, through the presence of enhanced liaison arrangements between Garda Divisions and CAB, the assets of those engaged at any level in drug dealing
 - ▣ enhanced activities by the Drugs Units and the Force focusing, in particular, on places throughout the country where the presence of drug dealing and the use of illicit drugs is likely.

Terrorism

2. To continue to combat terrorist activities specifically the threat posed by dissident paramilitary groups and those who would use Ireland as a base for international terrorism.

Road traffic law enforcement

3. To meet the targets to be established in the new Road Safety Strategy – all efforts of An Garda Síochána in this regard to be prioritised on the basis of risk assessments in terms of road safety.
4. To contribute, in conjunction with other authorities responsible, to the easing of road traffic congestion.

Public order

5. To combat, particularly in cooperation with other agencies and the community generally, the problems of public disorder with particular emphasis on alcohol-related behaviour (including underage drinking) and socially disadvantaged communities especially through utilisation of the legal mechanisms being made available *vis-à-vis* ASBOs and behaviour warnings, closure orders, fixed-penalty notices.

Joint policing committees

6. To participate fully in the roll-out of Joint Policing Committees in all local authority areas, allowing greater responsiveness to local policing needs and the forging of local partnerships in addressing issues.

Deployment

7. To increase the proportion of Gardaí on operational duty, including through increased civilian support.
8. To increase the level of high-visibility patrols, including through greater use of marked vehicles, linked to the development during 2008 of a Garda Charter which will set out targeted response times and levels of service, including frequency of high-visibility patrols.
9. Increased deployment should have particular regard to the policing needs of RAPID areas.

Resources

10. To develop and commence implementation of change and modernisation strategies in the areas of human resources, information and communications technology, accommodation and transport which will address the needs of the Force for the next five years and beyond.

11. To continue to promote recruitment of full-time and Reserve members of An Garda Síochána in line with the Programme for Government, and particularly from ethnic minority communities to allow An Garda Síochána reflect better the diversity of Irish society.

Crime prevention and reduction

12. To expand the juvenile liaison scheme to meet emerging needs in this area.
13. To continue the expansion of the Garda Youth Diversion Projects.
14. To monitor registered sex offenders and cooperate in particular with the PSNI and UK police forces so as to minimise the risk of re-offending thereby contribute to community safety.
15. To build on initiatives to combat homophobic and race crimes.
16. To cooperate with COSC in curbing the problem of domestic violence.
17. To take effective steps to protect vulnerable people living in isolated areas.
18. To target the use of knives for violent attacks.
19. To focus on high-value white-collar crime, particularly that of trading in contraband goods.

Illegal immigration

20. To deploy the necessary resources to tackle effectively illegal immigration.

Human trafficking

21. To deploy the necessary resources, including international cooperation with other agencies, to deal with the issue of human trafficking.

Cork City Division Contact Details

Divisional Officer Cork City Division

Chief Superintendent Kevin Ludlow
An Garda Síochána
Anglesea Street
Cork City

Telephone	021 452 2011
Fax	021 452 2081
Garda Website	www.garda.ie

Anglesea Street District Contact Details

District Officer Anglesea Street

Superintendent Michael Finn
An Garda Síochána
Anglesea Street
Cork

Telephone	021 452 2016
Fax	021 452 2082
Garda Website	www.garda.ie

Togher District Contact Details

District Officer Togher District

Superintendent Barry McPolin
An Garda Síochána
Togher
Cork

Telephone	021 494 7127
Fax	021 494 7125
Garda Website	www.garda.ie

Gurranabraher District Contact Details

District Officer Gurranabraher District

Superintendent Con Cadogan
An Garda Síochána
Gurranabraher
Cork City

Telephone	021 494 6206
Fax	021 494 6205
Garda Website	www.garda.ie

Mayfield Garda District Contact Details

District Officer Mayfield District

Superintendent Martin Shanahan
An Garda Síochána
Mayfield
Cork City

Telephone	021 455 8516
Fax	021 455 8515
Garda Website	www.garda.ie