

## AN GARDA SÍOCHÁNA

OUR PEOPLE - OUR GREATEST RESOURCE

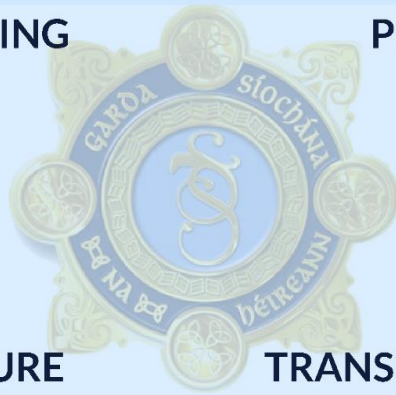
COMMUNITY  
POLICING

PROTECTING  
PEOPLE

A SECURE  
IRELAND

TRANSFORMING  
OUR SERVICE

A HUMAN RIGHTS FOUNDATION



KEEPING  
PEOPLE SAFE

MISSION & STRATEGY 2019 - 2021

# Cork City Divisional Policing Plan 2019

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## An Garda Síochána Strategy 2019 – 2021:

Our Mission - Keeping People Safe

### GARDA SÍOCHÁNA MISSION & STRATEGY 2019 - 2021

#### OUR PEOPLE - OUR GREATEST RESOURCE

Continuous Professional  
Development

Strong Visible  
Leadership

Employee  
Wellness

Resource  
Deployment

#### COMMUNITY POLICING

Partnership Development  
Protecting the Vulnerable  
Listening & Responding  
Visible Policing

#### PROTECTING PEOPLE

Reducing Crime & the Fear of Crime  
Information-led Policing  
Investigation Standards  
Supporting Victims  
Road Safety

National Security  
International Co-operation  
Security & Intelligence Capacity

#### A SECURE IRELAND

Technology  
Data Quality  
Communication  
Operating Model  
Governance, Accountability &  
Transparency

#### TRANSFORMING OUR SERVICE

Human Rights Strategy

A Learning Culture

Equality and Ethics

#### A HUMAN RIGHTS FOUNDATION

KEEPING  
PEOPLE SAFE

## DIVISIONAL OFFICER'S FOREWORD

As Chief Superintendent of the Cork City Division, I am delighted to introduce our 2019 Annual Policing Plan. This year's plan is unusual in that it will run for three quarters only –from 1<sup>st</sup> April-31<sup>st</sup> December 2019. This decision was made at national level to allow the organisation to integrate the recommendations made by the Commission on The Future of Policing in Ireland, in their long awaited September 2018 report. It is widely recognised that the recommendations contained in their report will influence strategic and operational policy in AGS over the coming years.

2019 also sees the introduction of our 2019-21 Strategy Statement which will guide our annual Policing Plans over a three year cycle. Indeed, we can see evidence of this in the National, Regional, and Divisional Plans-with attention focused squarely on human rights as a first principle of policing. The apportioning of such a prominent status to human rights, is a key recommendation from the Commission's report, and comprises a cross-cutting, foundational pillar in both our Strategy Statement and our annual plans. An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2019 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

This year we have six strategic imperatives. 'Community Policing', 'Protecting People' and 'A Secure Ireland' reflect clear, indisputable policing activities. The other three pillars are new. Two of these, 'Transforming our Services' and 'Our People: our Greatest Resource' are designed to buttress our essential police work- which is ultimately to protect and engage with the communities that we serve.

These two new pillars lay the foundations to improve our processes, our performance and our structures. This is crucial if we are to further develop our people. Similarly, 'Human Rights' constitutes a standalone pillar of our plan. However, it is also cross-cutting, as it compels us to provide a professionalised, empathic service to victims of crime and to the most vulnerable in our society. I welcome this development. Indeed, during 2019, we have two new KPIs coming on stream- that of increasing the percentage of our domestic abuse call-backs and of committing to distinct timelines with regard to the completion of victim assessments. Both of these intentions demonstrate concrete commitments to achieving these outcomes.

## Cork City Divisional Policing Plan

In the planning phase of this document, we conducted both an internal and an external stakeholder exercise, inviting the views of a broad range of parties including Cork City and County Council, RAPID Area Coordinators, Foróige, HSE representatives, the Traveller Visibility Group, the Sanctuary Centre, Cork Simon Community, Cork Street Pastors, representatives from the Older Persons Safety Network, the Cork Sexual Violence Centre, third level representatives, the Revenue Commissioners, Department of Social Protection and the military and navy. Internally, we consulted with representatives from our regular units, Community Policing, our Divisional Crime Prevention Officers, Divisional Protective Services Units, Detective Branch, Roads Policing, Ethnic Liaison Officers, Court Presenters, Court Files, and Garda staff- including our Analysis Service, and Garda Staff from both the Administration and Governance Hubs.

Here in the Cork City Division, I am proud to report that we are leading out in a number of pilot initiatives, the largest of these being the Divisional Policing Model. This model of Policing makes fundamental changes to how we deliver our services- with the end result being a flatter senior management structure, and enhanced local supervision. In real terms, this means more Gardaí on the ground and more widespread, meaningful community engagement- building and expanding upon the excellent community policing work that is already being carried out in Cork City. As of 1<sup>st</sup> April, two Community Engagement Hubs- one for the North of the City and one for the South- have already been established. Equally, a Divisional Serious Crime Unit has also been set up, alongside a new Administration Hub and Governance Hub-all of which will enable us to achieve a professionalisation of our services , more streamlined processes, greater monitoring of performance, more robust accountability, and stronger service delivery.

Let us not forget that The Cork City Division is a vibrant one, with a mix of urban and rural areas. It hosts a wide range of events—in the sporting, music, literary, performance and culinary arenas. It has a growing business community, and indeed there are plans in the pipeline to further develop this area. However, with this growth comes new policing challenges, and the rise in homelessness, heroin use and certain types of serious crime represent another side of this changing landscape.

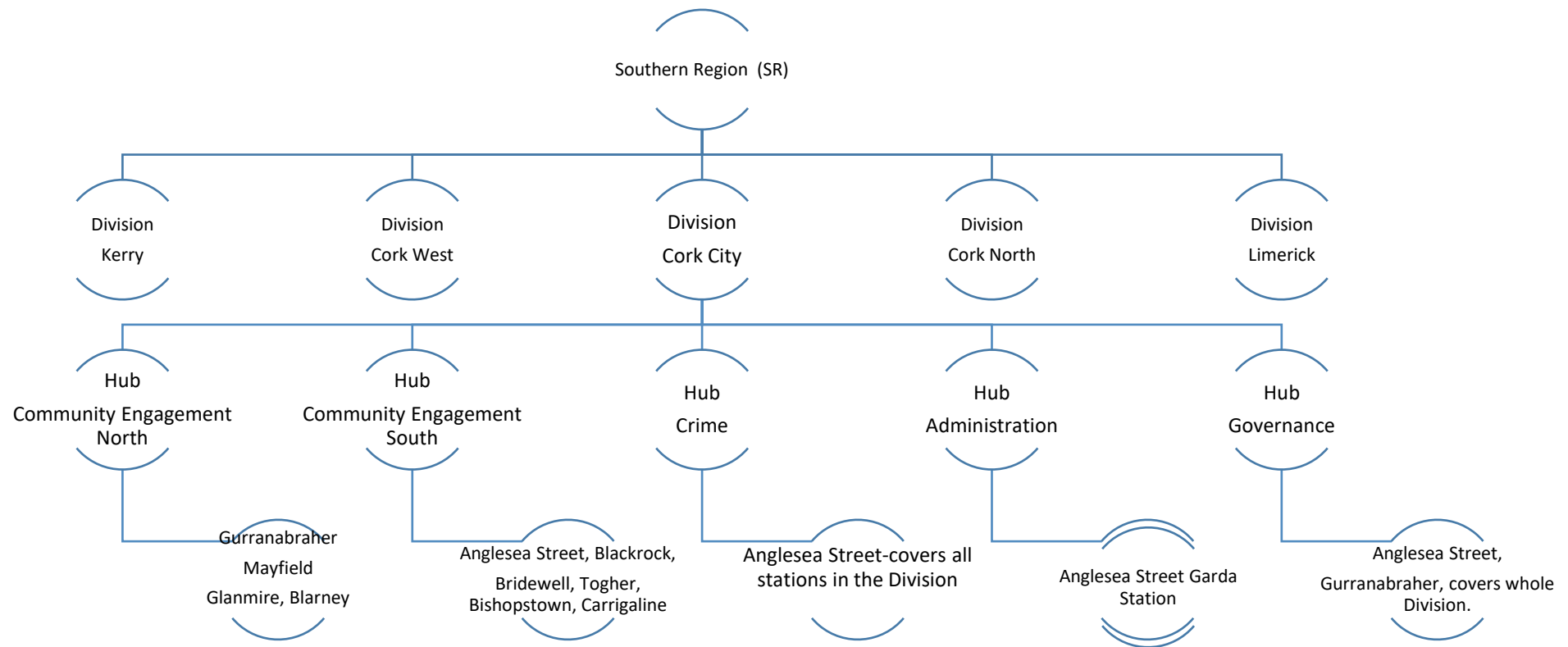
I am confident that by leading out in embracing new ways of delivering our services- we will become and are already becoming- the open and responsive service that is needed in modern day Ireland. This will enable us to deliver on our goals, to be responsive to emerging issues, and to safeguard human rights for all- both the human rights of those who deal with An Garda Síochána throughout the course of a day, and the human rights of those employed in its service.

Finally, I want to thank all of the personnel in the Cork City Division for their dedication and commitment throughout 2018 and for the first quarter of 2019. There have been many internal changes afoot over the past fifteen months, some of which have been far from easy. I would like to commend all members and Garda staff on your professionalism and flexibility in this regard, and I look forward to working with all of you during 2019.

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J.F McPolin,  
Chief Superintendent,  
Cork City Division.

## Our People & Organisation



## Stations within the Division

Station	Station and Contact Person	Opening Hours	Telephone
Anglesea Street Station,  Divisional Headquarters.	Divisional Headquarters, Cork City Division, Chief Superintendent J.F McPolin.	24/7	021-4522011.
Anglesea Street Station, Divisional Serious Crime Hub Headquarters	Crime Hub Superintendent; Superintendent Mick Comyns.	24/7	021-4520000.
Anglesea Street Station, Community Engagement Hub Headquarters, Cork City South.	Community Engagement Officer Cork City South; Superintendent Colm O' Sullivan. (serving former Anglesea Street and Togher Districts)	24/7	021-4522016.
Mayfield Station-Community Engagement Hub Headquarters, Cork City North.	Community Engagement Officer Cork City North, Superintendent Mick Maguire. ( serving former Mayfield and Gurrabraher Districts )  Inspector Finbarr O' Sullivan	24/7	021-4946207.

### Cork City Divisional Policing Plan

Gurranabraher- Community Engagement North; Governance Hub	Governance Hub Superintendent Colm Noonan  Inspector Brian O' Donovan.	24/7	021-4946200
Togher  Community Engagement South	Inspector Ronan Kenneally, Togher.	24/7	021-4947127.
Bridewell- Community Engagement South	Sergeant in Charge, Bridewell.	24/7	021-4943330.
Blackrock Community Engagement South	Sergeant in Charge, Blackrock.	12:00-17:00 Monday to Saturday; Sunday-closed.	021-4536690.
Douglas  Community Engagement South	Sergeant in Charge, Douglas	10:00-16:00 Monday to Friday pending availability of personnel-contact Togher 24/7.	021-4857670.
Bishopstown; Community Engagement South	Sergeant in Charge, Bishopstown.	14:00-18:00 Monday to Friday inclusive pending availability (contact Togher Station 24/7) closed	021-4541012



### Cork City Divisional Policing Plan







		Saturday, Sunday, Bank Holiday Mondays.	
Carrigaline, Community Engagement South	Sergeant in Charge, Carrigaline.	14:00-20:00 Monday to Thursday; 17:00-20:00 Friday and Saturday.	021-4919370.
Passage West- Community Engagement South	Sergeant in Charge, Passage West.	10:00 a.m-12:00 p.m. pending availability- contact Togher Station 24/7.	021-4841001
Crosshaven- CE South	Sergeant in Charge, Crosshaven.	Manpower dependent- contact Togher Station (24/7).	021-4831222
Ballincollig-CE North	Sergeant in Charge, Ballincollig.	12:00-20:00 Mon to Saturday, 12:00-14:00 Sunday; Open outside of these hours subject to availability.	021-4214680
Blarney-CE North	Sergeant in Charge, Blarney.	10:00-13:00 and 14:00-18:00 daily; 19:00-22:00 subject to manpower availability.	021-4516290.
Carrignavar	Sergeant in Charge, Carrignavar	No set opening hours- dependent on availability.	021-4884222.
Watercourse Road- CE North	Sergeant in Charge, Watercourse Road.	Monday-Friday 08:00-13:00 and 14:00-16:00; Sundays:10:00-14:00	021-4558260.

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Glanmire –CE North	Sergeant in Charge, Glanmire.	Monday-Saturday 9:00-13:00 and 14:00-17:00; Sunday: 12:00-13:00	021-4821002.
Anglesea Street Station	Administration Hub, Assistant Principal, Bridget Casey Mulligan.	Monday-Friday: 09:00- 17:30	021-4522091.
Anglesea Street Station	Governance Hub, Performance & Standards H.E.O; Criminal Justice Inspector, Conor Dillon; Roads Policing Inspector, James Hallahan.	Monday-Friday: 09:00-17:30	021-4548153; 021-4520000.
Emergency	112 or 999	24/7	999 or 112

## 1) Community Policing

Providing visible, responsive policing services tailored to community needs

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Perception of crime as a very serious or serious problem		Satisfaction with AGS. We listen to and response to community concerns		Perception that AGS treats all people equally	
Garda visibility		Perception that An Garda Síochána is helpful & community focussed		Perception that An Garda Síochána is managing crime locally	

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses; Utilise the Divisional Policing Model-encourage collaboration between Community Engagement Superintendent North and Community Engagement Superintendent South and Crime Hub Superintendent to drive response to community concerns.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>Oversee roll-out of Community Engagement Hubs Cork City North and Cork City South, in tandem with roll-out of Divisional Crime Hub.</li> <li>Continue the work of community policing officers, CPOs and JLOs across the Division in terms of building relationships with community groups- such as the Older People's Safety Network, the student populations of CIT and UCC, the Cork Business Association, Traveller Visibility Groups, Neighbourhood Watch etc.</li> <li>Monitor through Quarterly Policing Plan Review Meeting whether commitments given with regard to specific groups are being honoured, as per Community Engagement Superintendents' District Plans.</li> </ol>	<ul style="list-style-type: none"> <li>Renewed focus on community policing and engaging with diverse communities.</li> <li>Increased satisfaction with An Garda Síochána</li> <li>Greater response to community concerns</li> <li>Good Inter-agency cooperation.</li> <li>Increased trust</li> <li>Increased perception that An Garda Síochána treats people equally</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Helpful &amp; Community focused</li> <li>Managing crime locally &amp; nationally</li> </ul> </li> <li>Reduced fear of crime , Increased feelings of safety</li> <li>Increased visibility,</li> </ul>

## Cork City Divisional Policing Plan

<ol style="list-style-type: none"> <li>4. Community Engagement Superintendents for Cork North and Cork South to liaise with Crime Superintendent to enable sharing of information with regard to overlap areas such as crime prevention and relationship building with communities and external Bodies.</li> <li>5. Monitor JPC attendance.</li> <li>6. Continue the successful engagement work that is already being conducted across the Division with initiatives such as the Purple Flag Initiative, Healthier Cities Initiative, and 'Lock Your Doors' campaign.</li> <li>7. Endeavour to make greater use of local media to increase visibility and engage with diverse communities- use the channel of the Southern Regional Press Officer.</li> <li>8. Encourage a proactive sharing of information by Community Policing and Crime Hubs with the Governance Hub, in order to feed in to planning and review processes, and to garner greater awareness of what is working well.</li> </ol>	<ul style="list-style-type: none"> <li>• Greater oversight of challenges and initiatives that are working well.</li> </ul>
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1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Use GSAS and local intelligence to target 'hotspot' areas during particular windows, with a view to reducing assaults and anti-social behaviours-deploy high visibility patrols.</li> <li>2. Engage with Residents' Associations and Community and Safety Fora to drive response to issues.</li> <li>3. Engage with Cork Business Association and initiatives to target begging and anti-social behaviours.</li> <li>4. Utilise existing relationships to target anti-social behaviours.</li> <li>5. Continue to engage with community projects, specifically those that target 'at risk' young people.</li> </ol>	<ul style="list-style-type: none"> <li>• More effective use of resources to target anti-social behaviours.</li> <li>• Enhanced relationships with community fora, residents and businesses.</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Listens/responds to community concerns</li> </ul> </li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> </ul>

## Cork City Divisional Policing Plan

6. Look at Sectoral Policing Model as a possible model for preventing specific crime types, for increasing local knowledge and community engagement, and creating greater personal accountability among members.  7. Review approaches taken and outcomes at Quarterly Policing Plan Review Meeting.  8. Renew our focus on community policing based approaches to anti-social behaviour and public order, through the Divisional Policing Model.	<ul style="list-style-type: none"> <li>• Improve perception of An Garda Síochána as an organisation that is helpful &amp; community focused ; that manages crime effectively both locally &amp; nationally</li> <li>• Reduced fear of crime</li> <li>• Increased visibility</li> </ul>
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1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
1. Community Policing Officers to continue to build and grow relationships with ethnic minority groups in the City-for example, various mosques across the Division, the Sanctuary Centre, the Traveller Visibility Group, and with minorities such as those represented by LGBT groups.  2. Ensure that further Ethnic Liaison training is fully rolled out, as soon as it becomes available.  3. Invite representatives of minority groups to participate in the Cork City Division Policing Plan External Stakeholder Consultation Session.  4. Maintain contact through the Governance Hub, with some of their representatives- with regard to high level priorities- communicate the intent of the Plan and how their suggestions have been integrated.	<ul style="list-style-type: none"> <li>• Increased satisfaction in terms of our stakeholders</li> <li>• AGS better placed to communicate and integrate concerns of minority and vulnerable groups.</li> <li>• Improved flow of information.</li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improve perception of An Garda Síochána as an organisation that helpful &amp; community focused that effectively manages crime locally &amp; nationally.</li> <li>• Reduced fear of crime, increased feelings of safety.</li> </ul>

## Cork City Divisional Policing Plan

<p>5. Close contact to be maintained between the Performance and Standards of the Governance Hub and Community Policing and Crime Prevention Officers. This will allow for issues and challenges on the ground to inculcate planning, and awareness.</p>	
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1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure that Safety presentations are implemented in schools throughout the Division as per each Community Engagement Superintendents' Policing Plan for Cork North side and Cork Southside- with regard to Cyber security, Road Safety and Cyber Bullying.</li> <li>2. Encourage Community Policing &amp; Community Engagement Officers to get involved in local sports clubs with young people</li> <li>3. Continue initiative to bring Transition Year students in on work experience to Anglesea Street Garda Station.</li> <li>4. Continue to nurture the relationship that An Garda Síochána has built up with Foróige representatives in the Division- utilise this to facilitate a flow of information from Foróige to AGS and vice versa.</li> <li>5. Continue the work of the Garda Youth Awards, which builds relationships between AGS and schools in the Division.</li> <li>6. Continue to work closely with UCC and CIT in terms of crime prevention on campus, during RAG week and at other peak times of year.</li> <li>7. Continue to drive out a coordinated approach to child protection, through the centralisation of Túsla referrals. This will enable a cohesive approach to child protection protocol and Children First Guidelines.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved relationships with young people.</li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased awareness of issues affecting young people and of their concerns.</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased feelings of safety</li> <li>• Increased visibility</li> <li>• Better communication with this target group.</li> <li>• Coordinated and centralised approach to handling cases that involve children. This should enable better outcomes for victims.</li> </ul>

## Cork City Divisional Policing Plan

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1.5 National Drug Strategy	
Continue to work closely with our external stakeholders and partners in efforts to arrive at collaborative solutions to existing challenges, particularly with regard to tackling social issues arising from problem drug use; assist with the deployment of a community development approach.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue to engage with our key external stakeholders in the HSE, City and County Councils, and Voluntary and Community Sector to assist in rolling out identified initiatives to tackle safety issues around drug use e.g. Bin sharps initiative in Cork City; local interventions by Community Policing Officers and CPO to deal with heroin/drug use in Cork City Centre.</li> <li>2. Continue to engage with vulnerable groups and young people through existing fora.</li> <li>3. Maintain a more visible presence in the community.</li> <li>4. Continue to engage with JPC structure.</li> <li>5. Increase awareness of youth diversion programmes and ensure referral, where appropriate.</li> <li>6. Continue to engage with Local Drug Task Forces and RAPID Coordinators to increase understanding at a strategic level and to collaborate on preventative and remedial actions.</li> </ol>	<ul style="list-style-type: none"> <li>• Crucial sharing of information, experience and knowledge to address joint issues.</li> <li>• Opportunity to be involved in inter-agency initiatives.</li> <li>• Relationship growth and development with external agencies and community fora.</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns</li> <li>• Increased trust</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as an organisation that is helpful &amp; community focused, and that manages crime effectively locally &amp; nationally.</li> <li>• Reduced fear of crime/increased feelings of safety</li> <li>• Increased visibility.</li> </ul>

## 2) Protecting People

Protecting people from crime and from injury on our roads

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

### 2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)

A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Divisional Officer, Community Engagement Hub Leads, and Crime Hub Lead to continue to monitor Divisional crime trends and figures by way of the weekly Performance and Accountability Framework meetings, review weekly crime reports from GSAS.</li> <li>2. Divisional Officer and Governance Hub to review KPI and Governance Reports on a monthly basis to assess performance.</li> <li>3. Continue to engage with regional crime management structures.</li> <li>4. Review undetected crime.</li> </ol>	<ul style="list-style-type: none"> <li>• Close monitoring of Divisional performance in terms of incident and detection rates.</li> <li>• Remedial actions considered and implemented where trends are developing or pockets of high activity exist.</li> <li>• Full engagement with Regional Crime Management structures.</li> <li>• Review conducted of undetected crime.</li> </ul>



## Cork City Divisional Policing Plan

<ol style="list-style-type: none"> <li>5. Identify and address reasons for non-detection of incidents.</li> <li>6. Continue to utilise GSAS for pin mapping and assessing 'windows' of crime.</li> <li>7. Ensure mandatory investigative actions are completed.</li> <li>8. Enhance the use of Crime Scene Investigation.</li> <li>9. Ensure bail and curfew compliance.</li> <li>10. Manage Offenders in line with SAOR policy.</li> <li>11. Utilise forensic evidence and CCTV evidence.</li> <li>12. Implement national assault reduction plan initiatives, as set out in the National Plan.</li> </ol>	<ul style="list-style-type: none"> <li>• Tailored approach adopted based on local knowledge and GSAS data.</li> <li>• Improved investigative processes.</li> <li>• Improved bail and curfew compliance.</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns.</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>
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2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration.	
Activities	Outcomes
<p>Crime prevention activities:</p> <ol style="list-style-type: none"> <li>1. Implement National Crime Prevention &amp; Reduction Strategy initiatives as communicated by CEPS.</li> <li>2. Build on good work conducted during 2018 in the Cork City Division-continue with initiatives like the Purple Flag Initiative, Cork City Cares, and 'Lock Your Doors' campaign.</li> <li>3. Continue to engage with external stakeholders- universities, business communities HSE, City Council (Cork Healthy Cities etc.) in order to come up with collaborative approaches to crime prevention</li> </ol>	<ul style="list-style-type: none"> <li>• Proactive engagement with the communities that we serve to understand their issues and arrive at joint approaches to challenges.</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns.</li> </ul>

## Cork City Divisional Policing Plan

<ol style="list-style-type: none"> <li>4. Divisional Crime Prevention Officers to continue to utilise the Press Office and to expand ways in which the Southern Region Press Officer is utilised.</li> <li>5. Maximise use of local radio and media to inform the public of issues as they arise in real time</li> <li>6. Continue to use Community and Safety Fora to highlight important issues- 2 way process</li> <li>7. Monitor the implementation of Days of Action and outcomes via the Divisional PAF structure and Quarterly Policing Plan Review Meetings.</li> <li>8. Encourage greater use of GSAS in terms of pin mapping, to enable targeted patrolling of hotspots for the most efficient use of resources, and better outcomes.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased visibility via new forms of media engagement.</li> <li>• Increased trust</li> <li>• Increased visibility</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>-Helpful &amp; Community focused</li> <li>- Managing crime locally &amp; nationally</li> </ul> </li> </ul>
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2.3 Controlled Drugs	
Enforcement of drugs legislation, focused on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Monitor and encourage liaison between Community Engagement Superintendents and Crime Superintendents to ensure that persons suspected of involvement in drugs are identified, and that this information is being circulated, as appropriate.</li> <li>2. Carry out Operations that target Section 15 MDA/street dealing as per the Misuse of Drugs Act.</li> <li>3. At pre-tour briefing, all members to be actively encouraged to increase their own knowledge and awareness of those involved in organised crime, with a view to disrupting their operations.</li> <li>4. Maintain activity amongst members with respect to identified individuals, with the aim of increasing detections.</li> <li>5. Review the target list based on activity and engagement of members, against detections made.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased Garda Activity against persons known to engage in the Sale and Supply of Drugs</li> <li>• Increased detections for drugs offences</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>-Managing crime locally &amp; nationally</li> </ul> </li> <li>• Reduced fear of crime</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns</li> <li>• Increased trust</li> <li>• Increased visibility</li> </ul>

## Cork City Divisional Policing Plan

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
Effective targeting, intelligence gathering and interdiction of OCG members living and operating within the District.	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>Increased detections against persons known to engage in organised crime.</li> <li>Increased detections for drugs and firearms offences.</li> <li>Disruption of drugs and firearms operations.</li> <li>Reduced fear of crime</li> <li>Increased feelings of safety</li> <li>Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>Managing crime locally &amp; nationally</li> <li>Deterrence of young people from becoming involved with organised crime elements.</li> </ul> </li> <li>Increased cooperation with relevant government Departments.</li> </ul>

2.5 Criminal Intelligence (Including CHIS)*	
Maximise the gathering, analysis and use of criminal intelligence to tackle crime.	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>More intelligence created to assist in investigations.</li> <li>Crime managed effectively both locally &amp; nationally</li> <li>Reduced fear of crime amongst the communities that we serve.</li> <li>Increased feelings of safety amongst members of the public.</li> </ul>

- All members aware of CHIS policy and procedures, and applying same.

## 2.6 Offender Management & Recidivism (including Child Diversion & SAOR)

A reduction in offending through the effective implementation of SAOR and Child Diversion policies.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue to work with our criminal justice partners and Local Drugs Task Force to achieve shared aims.</li> <li>2. Continue to engage with and support the Y-JARC Initiative as and when individuals are identified as suitable.</li> <li>3. JLO to continue to engage with projects throughout the division as identified</li> <li>4. JLO to continue to refer those individuals suitable for youth diversion programmes, to those projects.</li> <li>5. Restorative Justice to be implemented where this is deemed appropriate with regard to minors.</li> <li>6. Monitor our engagement with initiatives through Quarterly Policing Plan Review Process.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced recidivism</li> <li>• Reduced fear of crime / Increased feelings of safety</li> <li>• Relationships sustained and developed with relevant agencies and our criminal justice partners.</li> <li>• Effective implementation of SAOR and Child Diversion policies.</li> <li>• Increased visibility</li> <li>• Improved perception of An Garda Síochána as effectively managing crime locally &amp; nationally.</li> <li>• Internal oversight mechanisms strengthened at Divisional level through quarterly Policing Plan Reviews.</li> </ul>

## 2.7 Victim Support

## Cork City Divisional Policing Plan

Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims' policy and the Victims of Crime Act.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue to monitor Victim call-backs- nominate this as a Divisional topic for Inspection during Q3 2019-analyse the results.</li> <li>2. Continue to provide a professional service to victims of crime through Victim Support Office- timely and efficient updating with regard to cases, progress etc.</li> <li>3. Complete all victim assessments within 3 days of reporting for 85% of Incidents.</li> <li>4. Ensure that Victims of Crime Act is fully complied with throughout the Division- where risks exist, address or escalate as appropriate: utilise Risk Management Process and Inspections and Review process to drive same.</li> <li>5. Continue to encourage use of the Victim Engagement Screen on PULSE- through the weekly PAF structure and by conducting regular Inspections and Reviews- lookback on the level of compliance during 2018 versus 2019, by Q4 2019.</li> </ol>	<ul style="list-style-type: none"> <li>• Victims of crime updated with developments in their cases.</li> <li>• Accurate record-keeping at all times of victim engagement.</li> <li>• Increased trust in AGS's processes around investigation management.</li> <li>• Victim Assessments to be completed within 3 days of reporting for 85% of incidents.</li> <li>• Increased victim satisfaction.</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns.</li> <li>• Increased perception that An Garda Síochána treats people- including all victims of crime- equally.</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Victim focused.</li> <li>○ Managing crime effectively, both locally &amp; nationally.</li> </ul> </li> </ul>

### 2.8 Missing Persons

## Cork City Divisional Policing Plan

Effective management of all missing persons cases , in compliance with Garda policy, including liaison with Túsla and policy with regard to missing persons in the care of the State	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Conduct an initial assessment of the number of overdue missing persons incidents</li> <li>2. Oversee a Divisional review of missing person's cases, across Cork City.</li> <li>3. Monitor this area through the Quarterly Policing Plan Review Process.</li> <li>4. Reduce the number of missing person incidents which are overdue.</li> <li>5. Drive awareness of the need for compliance with policy with regard to Missing Persons.</li> </ol>	<ul style="list-style-type: none"> <li>• Mid-Year review conducted and monitoring implemented.</li> <li>• Better oversight and monitoring of this area.</li> <li>• All Missing Person incidents in the Division reviewed within permitted timeframes.</li> <li>• Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> <li>○ Increased feelings of safety</li> </ul> </li> <li>• Improvements in the perception of An Garda Síochána as a well-managed organisation.</li> <li>• Improvements in the perception of An Garda Síochána as a well-managed organisation.</li> <li>• Improvements in the perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>: managing crime locally &amp; nationally; community-focused.</li> </ul> </li> </ul>

### 2.9 Domestic Abuse

## Cork City Divisional Policing Plan

Provide an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation, including the Domestic Violence Act 2018 and Domestic Abuse Intervention Policy as per HQ Directive 23/2017.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Provide in person call-backs to domestic violence victims.</li> <li>2. Make in-person victim call-backs to a minimum of 40% of victims of domestic abuse within 7 days. Record this information on the victim engagement screen.</li> <li>3. Monitor the performance of the Division with regard to whether or not Domestic Abuse Call-backs have been conducted.</li> <li>4. Utilise Governance Reports to check performance in this area.</li> <li>5. Prescribe this topic for review through the IRR Inspections and Reviews Process.</li> <li>6. Monitor compliance with the Domestic Violence Act 2018 and Domestic Abuse Intervention Policy as per HQ Directive 23/2017.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of domestic violence related offences.</li> <li>• Call-backs being conducted in all appropriate cases.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• As an organisation that listens and responds to community concerns and the needs of vulnerable victims.</li> <li>• Increased trust.</li> <li>• Improved perception of An Garda Síochána as an organisation that manages crime locally &amp; nationally</li> <li>• Increased visibility.</li> <li>• Increased feelings of safety.</li> <li>• In-person call-backs provided to a minimum of 40% of victims of Domestic Abuse within 7 days.</li> <li>• All in-person call-backs recorded on the Victim Engagement screen.</li> </ul>

2.10 Sexual Offences
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation

## Cork City Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Continue to support the work of the Divisional Protective Services Unit in Cork City Division.</li> <li>2. Continue to build and develop relationships with key external agencies such as Túsla and The Cork Sexual Violence Centre.</li> <li>3. Continue the work of the pilot in Cork City Division to provide a cohesive, structured approach to tackling serious crime.</li> <li>4. Pursue Business Case for additional staff members to address resourcing deficiencies in this Unit.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reporting of sexual offences</li> <li>• Avoidance of repeat victimisation</li> <li>• Better outcomes for victims of sexual crime.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• A sense that AGS listens and responds to victims' concerns</li> <li>• Increased trust.</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Approachable and responsive.</li> <li>○ Effectively managing crime locally &amp; nationally</li> </ul> </li> </ul>

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Patrols carried out on targeted routes as identified by Divisional Traffic Inspector, in conjunction with Community Engagement Superintendents.</li> <li>2. GSAS, in conjunction with Divisional Traffic Inspector to identify routes used by criminal networks; patrols to be conducted with a view to denying criminals use of the road network.</li> <li>3. Comply with 'Go Safe' Campaign as it is rolled out nationwide.</li> <li>4. Increase lifesaver offence detections in line with national policy.</li> <li>5. Conduct 6 Seatbelt and 6 Mobile Phone days of Action per quarter, during 2019.</li> <li>6. Conduct MIT breath tests, as required by national policy.</li> </ol>	<ul style="list-style-type: none"> <li>• Daily patrols carried out across the Division.</li> <li>• Safer Roads, reduced road deaths, reduced road traffic collisions and serious injuries.</li> <li>• Disruption of criminal activity by targeted patrolling of identified 'risk areas'.</li> <li>• Compliance with 'So Safe' campaign as it is rolled out nationwide.</li> <li>• Increase in Lifesaver detections, in comparison with 2018, as per national policy.</li> <li>• 18 Days of Action conducted for Mobile Phones.</li> <li>• 18 Days of Action conducted for Seatbelts.</li> </ul>



## Cork City Divisional Policing Plan

<ol style="list-style-type: none"> <li>7. Implement National Roads Policing Operations Plan: conduct 6 Speeding Days of Action per quarter during 2019.</li> <li>8. Operation Intoxicated Driving to be conducted each weekend.</li> <li>9. Issuance of Manual Summonses arising from the FCPS system-PAF Administrator to extract summonses for manual issue, and discuss and weekly PAF.</li> <li>10. Raise awareness amongst all members with regard to the rationale for MIT Checkpoints-the necessity for accurate Roads Policing data arising from Crowe Horwath recommendations.</li> </ol>	<p>Increase in MIT detections, in comparison with 2018; DWI checkpoints conducted each weekend.</p> <ul style="list-style-type: none"> <li>• Enforcement activity increased based on 2018 enforcement activity data.</li> <li>• 18 Days of Action focused on speeding, conducted during 2019.</li> <li>• Increase in Drug Driving Detections</li> <li>• All summonses that require manual issue to be dealt with within statutory time limits of 110 days (FCPS) and 6 months, during 2019.</li> <li>• Clarity of purpose across the Division with regard to MIT Checkpoints.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Increased feelings of safety on our roads.</li> <li>• Increased visibility.</li> </ul>
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2.12 Road Safety Education & Awareness	
Raise awareness with regard to Road Safety amongst all road users to achieve better outcomes in terms of driver behaviour, safety, and feelings of safety on our roads.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Bi-lateral Agency Checkpoints to be arranged in conjunction with the RSA, Revenue Commissioners, Department of Social Protection, Taxi Regulator and other relevant stakeholders/agencies.</li> <li>2. Conduct x number of Road Safety Talks per Quarter to Schools and Employers to enhance awareness of road safety initiatives.</li> <li>3. Use local media to communicate strongly and clearly the Road Safety message in the Cork City Division- utilise Facebook, local media and Southern Region Press Officer to drive communications.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of checkpoints and enhanced cooperation with external agencies.</li> <li>• Increased trust</li> <li>• Enhanced communications around Road Safety.</li> <li>• Enhanced awareness among the general public with regard to road safety.</li> <li>• A reduction in the number of fatal and serious injuries as a result of Road Traffic Collisions.</li> <li>• Increased feelings of safety</li> <li>• Increased visibility</li> </ul>

## Cork City Divisional Policing Plan



2.13 Event Management	
To ensure a consistent, professional approach to the management of all major events that occur in the Cork City Division.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Develop the capability and capacity of the Cork City Division to manage the increasing numbers of major events that will be policed during 2019.</li> <li>2. Oversee the planning of events for Cork City Division. Ensure that all Hub Leads identify events and liaise with the HSE Ambulance Service, the Fire Service, and Cork City Council/Cork County Council &amp; event promoters to develop and implement plans to address policing needs, in line with anticipated attendance levels.</li> <li>3. Establishment of Divisional Events Office to plan and manage all major sporting, cultural, musical, literary and public events.</li> </ol>	<ul style="list-style-type: none"> <li>• All event planning completed and implemented satisfactorily throughout 2019:</li> <li>• Ensure that public order, traffic management etc. is managed without undue disturbance to residents, attendees and the general public.</li> <li>• Improved perception of AGS as helpful and community focused.</li> <li>• Greater visibility of Gardaí in the community.</li> <li>• Increased feelings of safety on our roads.</li> </ul>

### 3) A Secure Ireland

Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Crime Detections		A Secure State		Fear of crime	

## Cork City Divisional Policing Plan

Perception that An Garda Síochána is managing crime nationally		Perception of crime as a very serious or serious problem			
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3.1 Local Subversive Targets	
Targeting, intelligence gathering and interdiction of subversives living and operating within the Division.	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>• Ongoing monitoring of subversive elements across Cork City Division.</li> <li>• Preserving the security of the Division of Cork City and that of the State.</li> <li>• Increased feelings of safety in communities that we serve.</li> <li>• Increased trust</li> <li>• Improved perception of An Garda Síochána as an organisation that manages and mitigates serious crime, locally &amp; nationally.</li> </ul>

3.2 Border Security & Cross Border Crime	
Ensure Border Security and the prevention and monitoring of cross-border crime, as per National Plan.	
Activities	Outcomes
	<ul style="list-style-type: none"> <li>• Effective and responsive border security in line with national policy.</li> <li>• Strong and effective border controls at Cork Airport and Cork Port.</li> <li>• Increased trust in AGS.</li> <li>• Increased perception that An Garda Síochána is well managed</li> </ul>

- Improved perception of An Garda Síochána as an organisation that effectively manages crime, locally & nationally.

### 3.3 Major Emergency Management

To adopt a professional and competent approach to interfacing with external groups with regard to major emergency management; to be prepared for all Major Emergency Management events through training exercises and workshops.

#### Activities




#### Outcomes

- Successful liaison and clear communication with the Regional MEM Working Group and with the Interagency Management Office.
- Full participation in major emergency exercises as required and scheduled for 2019, by the Interagency Management Office
- Greater awareness of the ETHANE and METHANE message.
- Improved perception of An Garda Síochána as a well-managed organisation.
- Increased trust,
- Reduced fear of crime / Increased feelings of safety

#### 4) Transforming Our Service

Providing consistent, efficient and effective policing services

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	
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##### 4.1 Inspection and Review

Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014

Activities	Outcomes
<ol style="list-style-type: none"> <li>Governance Hub to conduct quarterly Divisional inspection and reviews in line with Garda HQ Directive 59/2014.</li> <li>Analyse outcomes of inspections-oversee remedial actions and monitor risk progression, if necessary.</li> <li>Utilise risk management process to identify areas for Inspection.</li> <li>If risks are identified through Inspection process, address or escalate as appropriate.</li> <li>Conduct reviews of problematic areas.</li> </ol>	<ul style="list-style-type: none"> <li>Better awareness and oversight of all processes.</li> <li>Increased trust.</li> <li>Increased perception that An Garda Síochána is well-managed.</li> <li>Proactive identification of challenges and management of same before crisis point is reached.</li> <li>Mitigation of operational and reputational damage.</li> <li>Enhanced connection with processes that are working well-potential enabler of best practice.</li> </ul>

4.2 Risk Management	
Ensure the effective management of risk within the Division to support the achievement of goals and objectives.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Governance Hub to ensure the ongoing, dynamic management of all risks within the Division, engaging with all relevant stakeholders.</li> <li>2. Governance Hub (Performance and Standards) to undertake a review of the Divisional Risk Register in line with the development and evaluation of the annual Policing Plan.</li> <li>3. Utilise organisational supports to add value to Divisional risk management.</li> <li>4. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures.</li> <li>5. Use Risk Management process to inform Inspections and Reviews and allow Inspection outcomes to feed in to Risk Register.</li> </ol>	<ul style="list-style-type: none"> <li>• Proactive management of Divisional risks.</li> <li>• Effective identification of emerging risk.</li> <li>• Greater capacity to mitigate challenges before they become operational or reputational threats.</li> <li>• Creates better opportunities for lateral mapping of problems, thus allowing more 'joined up' thinking.</li> <li>• Improved perception of An Garda Síochána as an organisation that effectively manages crime, locally &amp; nationally.</li> <li>• Increased trust in our processes.</li> </ul>

4.3 Financial Management
Manage all spending within the Division effectively; ensure that policing services are delivered within budget.

## Cork City Divisional Policing Plan

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. The Administration Hub, in conjunction with Community Engagement, Crime and Governance Superintendents to ensure the ongoing, dynamic management of all budgets within the District.</li> <li>2. Utilise financial reports on Corepay and Management reports to monitor and review Divisional overtime T&amp;S and special operations budgets; identify key cost drivers and implement control measures where necessary.</li> <li>3. Review financial reports on ongoing basis with a focus on controllable costs (OT, T&amp;S, other non-pay related costs)</li> <li>4. Manage Towing contract.</li> <li>5. Administration Hub to manage Procurement processes and adherence to same.</li> </ol>	<ul style="list-style-type: none"> <li>• Effective management of all budgets in the Division.</li> <li>• Timely flagging of allocation and expenditure issues as and when they arise.</li> <li>• Effective analysis of key cost drivers.</li> <li>• Administration Hub to provide key support and guidance to other Hub Leads with regard to the management of their budgets and introduction of control measures.</li> <li>• Increased perception that An Garda Síochána is well managed.</li> <li>• Increased trust.</li> </ul>

4.4 Data Quality	
Engage in activities that improve organisational data quality.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Reduce the number of <b>HISTORIC</b> incidents with status of Review/Clarification.</li> <li>2. Reduce the number of <b>RECENT</b> incidents with status of Review/Clarification.</li> <li>3. Reduce the number of incidents recorded after 24 hours.</li> </ol>	<ul style="list-style-type: none"> <li>• Reliable Statistics</li> <li>• Fewer incidents with status of Review/Clarification</li> <li>• Greater awareness internally of data quality issues as they arise.</li> <li>• Increased perception that An Garda Síochána is well managed</li> <li>• Enhanced Data Quality.</li> <li>• Increased trust in our processes, performance and people.</li> </ul>

## Cork City Divisional Policing Plan

<ol style="list-style-type: none"> <li>4. Reduce the FCN recording delay to less than 16 days on average per month for manually issued FCN records- communicate instruction to all personnel, identify key reasons for delays, and create mitigating actions- monitor compliance.</li> <li>5. Conduct Inspections with regard to quality of crime files/investigation notes using IRR System</li> <li>6. Continue to raise the issue of data quality through the Divisional PAF structure.</li> <li>7. Review different strands of data quality using the Quarterly Policing Plan Review Meeting and Inspections and Review process.</li> </ol>	
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4.5 Change Projects	
Work with the Strategic Transformation Office with regard to change projects. Oversee and manage the implementation of all Pilot Projects in Cork City Division- with particular focus on the Divisional Policing Model.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Implement the Pilot Programme for the Divisional Policing Model during 2019- flag challenges and issues as they arise and manage accordingly.</li> <li>2. Continue to support the work of the Divisional Protective Services Unit and to champion its role in the investigation of sexual crime; follow up any issues flagged with regard to resourcing.</li> <li>3. Divisional Officer and all Hub Leads (Community Engagement, Crime, Governance and Administration) to work closely with national offices to implement any change projects to be introduced under the DPM and APSFF e.g. IMS, RDMS, ECM.</li> <li>4. Continue to support the Civilianisation process through the active identification of roles suitable for civilianisation.</li> <li>5. Increase Garda visibility, by identifying roles suitable for civilianisation and implementing same.</li> </ol>	<ul style="list-style-type: none"> <li>• Successful implementation of the Pilot Programme for the DPM during 2019 within agreed timelines.</li> <li>• Continuing review of the effective functioning of Units set up under the MRP.</li> <li>• Clear communication and collaboration amongst Hub Leads, Divisional Officer and national offices.</li> <li>• Increased satisfaction with An Garda Síochána:</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>○ Helpful &amp; Community focussed</li> <li>○ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased trust</li> <li>• Greater visibility of Gardaí as a result of redeployment.</li> <li>• Reduced fear of crime</li> <li>• Increased feelings of safety</li> </ul>



## Cork City Divisional Policing Plan


6. Continue to utilise IRR Online Inspections and Review system, and feed in to troubleshooting process. 7. Following on from the recent appointment of Call Takers and Dispatchers at Anglesea Street, oversee the new CAD/Control Room Strategy in the Cork City Division, including monitoring the civilianisation and redeployment process with regard to call dispatchers.	
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4.6 Estate Management / Station Upkeep	
Ensure that standards are maintained in Garda stations across the Division, with regard to regulations guiding minimum working conditions and Health and Safety legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Comply with Health and Safety legislation as required by law.</li> <li>2. Work with Regional Health and Safety Officer to maintain standards and to tackle issues as they arise.</li> <li>3. Ensure reasonable accommodation for all employees of An Garda Síochána and for all citizens-in particular victims of crime- who need to access our services.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced working environment</li> <li>• A working environment that complies with health and safety regulations for all personnel.</li> <li>• Ongoing monitoring and remediation of accommodation issues.</li> <li>• Improved perception of An Garda Síochána as well managed</li> </ul>

## 5) Our People: Our Greatest Resource

Engage, support and listen to our people, providing continuous professional development

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Employee engagement		Employee wellness		Absence	
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### 5.1 Engagement, PALF and front line briefing: Split responsibility-Community Engagement Hubs, Crime Hub, Administration Hub and Governance Hub.

Effective engagement between managers and personnel, through unit briefings, PALF and other engagement opportunities

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. All members to be trained in the PALF process.</li> <li>2. Managers to effectively manage the PALF process throughout the year and ensure that personnel engage in the process on an ongoing basis.</li> <li>3. Encourage Face-to-face management briefings at shift overlaps and briefing periods.</li> <li>4. Administration Hub to lead out in monitoring PALF training.</li> <li>5. Utilisation of 15 minute briefing periods to drive PALF.</li> </ol>	<ul style="list-style-type: none"> <li>• National strategic goals to be linked to Divisional, section, unit and individual goals.</li> <li>• Increased awareness of strategic priorities.</li> <li>• Increased linkage between strategic goals and the operational activities of frontline personnel.</li> <li>• Improved perception of An Garda Síochána as well managed</li> <li>• Increased satisfaction with An Garda Síochána as an organisation that manages crime locally &amp; nationally.</li> </ul>

5.2 Health and Safety Compliance & Promotion	
Ensure compliance with Health and Safety legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Utilise Regional Health and Safety Officer to identify health and safety issues as they arise, and to mitigate risk in this area.</li> <li>2. Raise members' awareness regarding 6 C's first responders safety principles: Contact, Cover, Confirm, Civilians, Colleagues, Contain.</li> </ol>	<ul style="list-style-type: none"> <li>• A safe and healthy working environment for all employees of An Garda Síochána;</li> <li>• A safe environment for all users of our services.</li> </ul>

5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellbeing of our people.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Drive awareness across the Division in terms of managers' obligations with regard to ongoing sickness absence, including monitoring trends and providing personnel with information about available supports; timely submission of documentation to H.R.</li> <li>2. Drive awareness of environmental issues impacting sick leave.</li> <li>3. Appoint a wellness champion/contact person for the Division.</li> <li>4. Administration Hub-with the cooperation of other Hub Leads-to conduct a Health and Wellness initiative each quarter.</li> </ol>	<ul style="list-style-type: none"> <li>• Better communication between senior management and frontline personnel- both operational and administrative-with regard to wellbeing and workplace issues that may impact on health and performance.</li> <li>• Greater awareness of underlying issues that might impact on performance.</li> <li>• Better provision of information and services to all personnel.</li> </ul>

## Cork City Divisional Policing Plan

<ol style="list-style-type: none"> <li>5. Increase awareness across the Division of the services of the Employee Assistance Service, peer support and counselling services.</li> <li>6. Conduct a review of SAMS as per Q4 2018, through IRR Inspections and Review process.</li> <li>7. Initiatives in terms of peer support.</li> </ol>	<ul style="list-style-type: none"> <li>• Greater awareness of the importance of physical and mental wellbeing in the workplace.</li> <li>• A workforce that feels respected and valued.</li> <li>• Increased perception that An Garda Síochána treats people equally</li> <li>• Increased trust.</li> <li>• Improved perception of An Garda Síochána as an organisation that is helpful and community focused.</li> </ul>
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5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties to achieve greater Garda visibility and 'value for money'.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Proactive identification of suitable roles for civilianisation</li> <li>2. Civilianisation of suitable roles to maximise available Garda personnel for operational duties and thus achieve 'value for money'.</li> <li>3. Redeployment of Garda personnel to operational duties.</li> <li>4. Divisional monitoring and review of redeployment process.</li> <li>5. Utilise existing skill sets of Garda Staff to enable this transition.</li> <li>6. More focused and efficient development of all personnel- both Garda Staff and sworn members.</li> </ol>	<ul style="list-style-type: none"> <li>• Successful identification of roles for civilianisation and redeployment of Garda from administrative roles to operational duties.</li> <li>• Greater visibility of Gardaí on the frontline.</li> <li>• Increased satisfaction with An Garda Síochána.</li> <li>• Increased trust.</li> <li>• Increased feelings of safety in communities due to greater visibility.</li> <li>• Increased perception that An Garda Síochána is well managed.</li> <li>• Increased perception that An Garda Síochána is: <ul style="list-style-type: none"> <li>➤ Helpful &amp; Community focused</li> <li>➤ Managing crime locally &amp; nationally.</li> </ul> </li> <li>• Enhanced matching of individuals to skill sets.</li> </ul>

## Cork City Divisional Policing Plan

5.5 Garda Reserve Utilisation	
Maximise use of available reserves across the Cork City Division in order to achieve greater visibility.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Meetings to be held with Garda Reserves across the Cork City Division to conduct a skills audit and optimise their function.</li> <li>2. Greater assistance with identified activities, as per Community Engagement Hub Plans.</li> <li>3. Divisional Officer to meet with Reserve members during 2019.</li> </ol>	<ul style="list-style-type: none"> <li>• More effective utilisation of current resources to support our aim of greater visibility of Gardaí 'on the ground'.</li> <li>• Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> <li>➤ Helpful &amp; Community focused</li> <li>➤ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased visibility.</li> </ul>

5.6 Training Initiatives	
Participate in all training initiatives that are rolled out under the MRP; proactively identify training gaps across the Division and make appropriate application for same.	
Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Ensure that training deficiencies are proactively identified and steps taken to address them during 2019.</li> <li>2. Administration Hub to carry out a training needs assessment of Civilian personnel during Q2.</li> <li>3. A full training needs assessment of all members to be carried out during 2019.</li> <li>4. 100% completion of online youth referral e-learning course.</li> </ol>	<ul style="list-style-type: none"> <li>• Development of our people, leading to a more highly skilled and professionalised workforce.</li> <li>• Increased engagement with personnel.</li> <li>• Increased trust.</li> <li>• Adequate tools provided to people to conduct their duties in a professional manner.</li> <li>• Readiness to engage with new systems coming on stream through the MRP.</li> </ul>

## Cork City Divisional Policing Plan




5. Enterprise Content Management (ECM) training to be conducted across the Division with all members.	
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5.7 Reducing Complaints / GSOC Local initiative	
Proactive approach to reducing the level of GSOC complaints through analysing factors driving complaints in broad terms and creating awareness of problematic processes and behaviours	
Activities	Outcomes
<p>Utilise the GSOC area of the Governance Hub</p> <ol style="list-style-type: none"> <li>1. To mitigate against risks;</li> <li>2. To drive best practice and awareness with regard to processes &amp; behaviours that most frequently lead to formal investigations/GSOC complaints.</li> <li>3. Explain and utilise process of informal resolution as a means of avoiding formal complaints.</li> <li>4. Note commonalities in terms of frequently arising complaints and utilise this information to inform awareness policy.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased engagement with personnel on key issues driving complaints.</li> <li>• Increased awareness in AGS of how to prevent complaints, where preventable (include reference to Code of Ethics, Human Rights directives, where available)</li> <li>• Increased trust.</li> </ul>

## 6) A Human Rights Foundation

Embed human rights, ethical behaviour and equality into all of our policing and business activities

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that AGS treats people equally		Perception that AGS is a well-managed organisation	
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### 6.1 Ethics and Human Rights Initiatives

Embed human rights, ethical behaviour and equality into our daily practices- both at strategic and operational level-in all of our interfaces- both internal and external.

Activities	Outcomes
<ol style="list-style-type: none"> <li>1. Drive awareness of the Code of Ethics across the Cork City Division.</li> <li>2. Underline the importance of the key principles of the Code of Ethics through strategic initiatives.</li> <li>3. Support any Human Rights initiatives that are introduced nationally, particularly with regard to the September 2018 report by the Commission on the Future of Policing.</li> <li>4. Drive awareness across the Division of Human Rights as a first principle of policing.</li> <li>5. Ensure 100% of personnel have received Code of Ethics Training.</li> <li>6. Conduct dip-sample survey with regard to awareness/communication of the Code of Ethics in the Cork City Division.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased satisfaction with An Garda Síochána as an organisation that listens and responds to community concerns.</li> <li>• Increased trust in AGS and its processes.</li> <li>• Increased perception that An Garda Síochána treats people equally.</li> <li>• Improved perception of An Garda Síochána as:             <ul style="list-style-type: none"> <li>➤ Helpful &amp; Community focused</li> <li>➤ Managing crime locally &amp; nationally</li> </ul> </li> <li>• Increased feelings of safety in communities.</li> <li>• Internally, the necessity of having respect for the human rights of employees of AGS strongly underlined.</li> <li>• Strong awareness of the Code of Ethics and, as such, strengthened governance processes.</li> </ul>

## Garda Code of Ethics Commitments

### The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

#### Duty to Uphold the Law

I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.

#### Honesty & Integrity

I will be honest and will act with integrity.

I will always seek the truth by establishing and reporting facts in an honest and objective way.

I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.

I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.

I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.

#### Respect & Equality

I will recognise and respect the dignity and equal human rights of all people.

I will treat people with courtesy and respect.

I will treat everyone with fairness at all times, and not discriminate wrongfully.

I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.

I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with the Garda Síochána.

I will show appropriate understanding and empathy to people I come into contact with.

I will make accommodation for an individual's particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.

#### Examples of Wrongful Reasons for Discrimination

- Age
- Disability
- Family status
- Gender
- Marital status
- Membership of the Traveller Community
- Religion
- Race
- Colour
- Nationality
- Ethnic or national origins
- Sexual orientation
- Gender non-conformity
- Political opinion
- Residence status
- Social origin



## Cork City Divisional Policing Plan

### Authority & Responsibility

I will act with self-control, even when provoked or in volatile situations.

I will take responsibility for my actions and omissions, and I will be accountable for them.

I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.

I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.

I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.

I understand that any decision not to follow an instruction needs to be fully justified.

I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.

I will report to a supervisor if I am unfit for work for any reason.

I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.

I will endeavour to ensure the proper, effective and efficient use of public money and resources.

I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.

### Police Powers

I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.

When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.

Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.

When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.

### Information & Privacy

I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.

I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.

I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.

I will not improperly convey Garda information to the media or any third party.

## Cork City Divisional Policing Plan

### Transparency & Communication

I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.

I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation. Examples of this include updating victims and witnesses about investigations.

I will fulfill any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.

I will make sure those victims of crime are made aware of their rights as soon as possible.

I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.

I will keep accurate, complete records, especially of all interviews and complaints.

I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.

### Speaking Up & Reporting Wrongdoing

I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.

I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.

I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.

#### Additional Commitments of Managers

I will encourage and facilitate speaking up and reporting wrongdoing at every level in the organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

### Leadership

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

#### Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

