

An Garda Síochána



Cork City Division Policing Plan 2009

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
- ▣ Practising 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 Cork City Divisional Policing Plan outlines the key actions required to deliver a professional policing service to the people of Cork City. The Plan takes cognisance of our performance in 2008 and sets out performance measures required in 2009 in order to achieve the expected outcomes of the Garda Síochána Corporate Strategy 2007 – 2009 and prioritises National and International Security, Crime, Traffic, Public Order, Customer Service and Illegal Immigration and Human Trafficking.

The key to our success is our relationship with the community we serve. We endeavour to ensure our service reflects their needs and we strive to work together to find shared solutions to shared problems by maintaining and strengthening the partnerships and networks already created in Cork City and by engaging fully with the Joint Policing Committee.

We undertake to provide an effective and efficient policing service and to pursue our core activity of preventing and detecting crime. We will target people who commit crime, focus on anti-social behaviour and public disorder and enforce road traffic legislation in order to improve the quality of lives of our community. We will conduct intelligence led operations and provide a visible presence while maximising the use of our resources.

Our overall vision is to have excellent people delivering policing excellence. The introduction of the Regional Support Unit, the increase in Traffic Unit and mountain bike personnel, the additional civilian support staff and the expansion of the Garda Reserve in Cork City have enhanced our policing service to meet the community's needs and expectations.

We thank you for your continuous support and assistance. Your feedback and suggestions are important to us and assists the improvement of our policing service.

William Hayes
Chief Superintendent
Cork City Division

GOAL ONE – NATIONAL AND INTERNATIONAL SECURITY

To maintain national and international security

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Monitor the national and international environments to identify and analyse potential and emerging security threats</p> <p>Take positive action to prevent or contain identified threats</p>	<p>Continued development of the organisation's intelligence gathering capability</p> <p>Identification and analysis of potential and emerging security threats</p> <p>Monitoring and targeting of identified security threats by proactive intelligence-led operations</p>	<p>No terrorist attacks occurring within Cork City Division</p> <p>Identified groups and individuals profiled</p> <p>Operations targeted at terrorist and subversive groups</p> <p>Intelligence and information shared with National and International counterparts as appropriate</p>	<p>Each District Officer and Detective Inspector, Anglesea Street in conjunction with Regional Detective Superintendent</p>	<p>A Safe and Secure Division</p>
<p>Maintain and develop our capability to proactively and reactively respond to national and international security threats</p>	<p>Identification of all critical infrastructure and review of existing security plans</p> <p>Continued interaction and information exchanges with Crime and Security, Garda Headquarters and International Security and Police Agencies</p>	<p>Critical Infrastructure security plans identified and updated</p> <p>Participation in approved training programmes</p>	<p>Each District Officer, Divisional Traffic Inspector and Crime Prevention Sergeant</p>	
<p>Enhance our capability to anticipate and respond to major emergencies</p>	<p>Continued implementation and development of the Major Emergency Management framework</p>	<p>Collaboration with partners and other agencies</p> <p>Major Emergency Management programme fully implemented</p>		

GOAL TWO – CRIME

To significantly reduce the incidence of crime and criminal behaviour

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Increase targeting of organised and serious crime networks including human trafficking networks	Confronting organised crime, drug trafficking, gangland crime and related killings by the greater use of intelligence, legislation and the co-ordination of targeted operations. Contribute to developing a national strategy to tackle organised, armed and travelling criminals	<p>Detection rates for illegal firearms increased</p> <p>Reduce the number of discharge of firearm incidents</p> <p>Incidents where drugs are discovered for sale or supply increased</p> <p>Enhanced data on the incidence of human trafficking for exploitation with a view to increased detections</p> <p>Strategic partnerships developed with other agencies</p>	Each District Officer, Each Detective Inspector and Divisional Drugs Inspector	Serious and Organised Crime Undermined Within Cork City Division
Increase targeting of heroin networks	Continue the development of the regional initiative targeting the sale/supply and use of heroin	Incidents of heroin seizures increased	Divisional Drugs Inspector	
Target property crime, including intellectual property and counterfeiting	Contribute to the development of a multi-agency prolific offender strategy and implement a Crime Prevention Strategy	Property Crime Reduced	Each District Officer and Each Detective Inspector	Reductions in Property Crime and Increased Detections
	Volume crimes of Burglary, Theft (Other), Theft from Shop and Theft from MPV targeted	<p>Detection rates for property crime increased</p> <p>Detection rates for assaults increased</p>		

<p>Increase the ability of An Garda Síochána to detect crime utilising forensic and other technological developments</p>	<p>The continued development of our forensic and technological analysis capability in areas such as mobile phones, CCTV, computer and multi media devices and the continued upgrade of the Automated Fingerprint Identification System (AFIS)</p>	<p>Increased number of fingerprints and palm prints submitted to the Technical Bureau</p> <p>Number of matches identified</p>	<p>Regional Detective Superintendent and each Detective Inspector</p>	<p>An Garda Síochána's Ability to Detect Offenders Increased</p>
<p>Enhance organisational capability in managing the risk associated with sex offenders</p>	<p>In conjunction with the Probation Service enhance the monitoring of sex offenders by implementing a structured programme to manage the risk they pose to society</p>	<p>All persons subject to the provisions of the Sexual Offenders Act 2001 risk assessed</p> <p>Each sex offender assigned to a monitoring Garda</p>	<p>Each District Officer and Designated Inspector</p>	<p>Risk Posed by Sex Offenders Subject to the Provisions of Legislation Reduced</p>
<p>Ensure effective intervention in domestic violence incidents and crimes of a sexual nature</p>	<p>Improving public confidence in the capacity of An Garda Síochána to intervene effectively in Domestic Violence incidents and crimes of a sexual nature</p> <p>Improve data quality in relation to Domestic Violence incidents</p>	<p>Detection rate for sexual offences increased</p> <p>The number of arrests for Domestic Violence related incidents increased</p>	<p>Each District Officer and Designated Inspector</p>	<p>Increased Confidence in An Garda Síochána's Ability to Investigate Crimes Involving Domestic Violence and those of a Sexual Nature</p>
<p>Enhance our preventative and investigative capability through our criminal intelligence system</p>	<p>Improve the contribution to the criminal intelligence system by all our operational members</p> <p>Establishment of Working Group to examine Crime Prevention through Environmental Design</p>	<p>Increase the number of incidents on PULSE where domestic violence is flagged as an aggravating factor</p> <p>Establishment of a project team and study visits conducted</p>	<p>Divisional Officer and Designated personnel</p>	<p>Reduction in Property Crime and improved Crime Prevention</p>

<p>Proactively target the execution of bench, committal and penal warrants</p> <p>Enforcement of curfews and activation of suspended sentences</p>	<p>Implement a monthly monitoring system in each District</p>	<p>Increase in the number of criminal intelligence reports submitted</p> <p>Increased execution rate for all categories of warrants with a particular focus on bench warrants</p> <p>Suspended sentences to be activated where appropriate. Monitor all curfews</p>	<p>Each District Officer and Designated Inspector</p>	
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GOAL THREE – TRAFFIC

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Targeted enforcement of both Road Traffic and Road Transport Legislation</p> <p>Promote road safety awareness</p>	<p>Greater visibility and enforcement will increase compliance with Road Traffic Legislation</p> <p>Strategic deployment of MAT (Mandatory Alcohol Testing) checkpoints utilising intelligence led targeted actions against drink and drug drivers</p> <p>Utilisation of speed detection equipment at targeted and strategic locations</p> <p>Rollout of ANPR (Automated Number Plate Recognition) systems</p> <p>Interaction with other enforcement agencies targeting the enforcement of laws in relation to heavy goods vehicle</p>	<p>The number of fatal and serious injury road collisions reduced</p> <p>Time spent at collision prone zones/National Primary Routes</p> <p>Enforcing seat belt legislation to achieve 95% compliance as set out in the Road Safety Strategy 2007-2012</p> <p>Number of intelligence led targeted actions against drink and drug drivers</p> <p>Increased number of MAT checkpoints and persons breathalysed</p> <p>Full utilisation of speed detection equipment to achieve target levels of compliance in accordance with the Road Safety Strategy 2007-2012</p> <p>Develop a system to ensure maximum utilisation of ANPR</p> <p>Interaction with other enforcement agencies e.g. RSA, Customs, Revenue and Local Authority</p> <p>Number of multi-agency checkpoints carried out</p> <p>Number of interactions with heavy goods vehicles recorded e.g. Operation Claire</p>	<p>Each District Officer and Divisional Traffic Inspector in conjunction with Regional Traffic Superintendent</p>	<p>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</p>

	<p>Increasing the awareness of criminal activities through regular briefings and the utilisation of technology to deny criminals the use of the roads</p> <p>Traffic Management -Facilitating the movement of traffic at peak times and reducing the incident of obstruction by interacting with other stakeholders</p>	<p>Number of briefings by Criminal Intelligence Officers/Detective personnel on crime related matters</p> <p>Number of criminal intelligence reports submitted by Traffic Corps</p> <p>The number of areas identified for overt proactive police patrols in crime reports prepared by Regional Analysts and Divisional Criminal Intelligence Officers</p> <p>Number of hits by the ANPR system in identifying vehicles identified as ‘warnings’</p> <p>Number of traffic management initiatives with other stakeholders</p> <p>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</p>	<p>Each District Officer and Divisional Traffic Inspector</p>	<p>Significant Contribution To The Free Flow of Traffic</p>
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GOAL FOUR – PUBLIC ORDER

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>To manage public disorder and anti-social behaviour, in particular those problems associated with the night time economy</p>	<p>Engage effectively with community, business and statutory groups in conjunction with the analysis of available data in identifying and targeting local public order and anti-social behaviour hot-spots</p> <p>Develop operational plans to target public order and anti-social behaviour hotspots including major events</p>	<p>Incidents of public disorder reduced</p> <p>Increase in the number of Behaviour Warnings and Good Behaviour Contracts issued under the Criminal Justice Act 2006 as a mechanism of achieving a reduction in public order incidents</p>	<p>Each District Officer</p>	<p>Safer Communities and Public Places</p>
<p>Maintain and enhance organisational capability to effectively address incidents of public disorder</p>	<p>Developing partnership with the licensed trade and other relevant stakeholders to create local strategic alliances to effectively manage the night time economy, thereby reducing alcohol and drug related public disorder</p> <p>Effectively utilise the provisions of the law, in particular the Intoxicating Liquor Act 2008, to challenge and control anti-social behaviour, public disorder and underage drinking through targeted operations</p>	<p>Incidents of criminal damage reduced</p> <p>Incidents of assault reduced</p> <p>National awareness campaign directed at the carrying of knives implemented</p>		

GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Implement Garda Diversity Strategy</p> <p>Increase the capability and effectiveness of An Garda Síochána in creating an organisation representative of the community it serves</p> <p>Engage with ethnic and culturally diverse communities</p>	<p>The implementation and evaluation of Garda Diversity Strategy</p> <p>Targeted and innovative recruitment campaigns to support and encourage members of the ethnic and culturally diverse communities to join An Garda Síochána as Sworn Officers and as support staff</p> <p>Proactively developing methods of engaging with ethnic and culturally diverse communities to ensure access to services and information</p> <p>Improved recording of racist incidents</p>	<p>Garda Diversity Strategy implemented and evaluated</p> <p>Percentage of new entrants from minority communities to An Garda Síochána (fulltime and Reserve Gardaí) increased</p> <p>Maintain the number of trained Ethnic Liaison Officers</p> <p>Increase the number of targeted initiatives arranged in collaboration with members of ethnic and culturally diverse communities</p> <p>Enhanced data on racist incidents with a view to increased detections</p>	<p>Each District Officer and Community Policing Sergeants</p>	<p>A Garda Service that Reflects and Serves the Diverse Communities</p>

GOAL SIX – COMMUNITY ENGAGEMENT

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

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
A National focus on Community Policing	Implementing and evaluating the Garda Síochána National Model of Community Policing in selected Garda Districts within Cork City Division	Pilot of National Model of Community Policing implemented and evaluated		
Implement Garda Youth Strategy	Working in collaboration with our strategic partners under the umbrella of the National Youth Justice Strategy 2008-2010	Targets appropriate to An Garda Síochána, as set out in the National Youth Justice Strategy, achieved		
Enhance our service to the community through the implementation of a Garda Charter	Completing the development of a Garda Charter	Garda Charter completed and pilot commenced	Each District Officer, Designated Inspectors and Community Policing Sergeant	A Garda Service that is Partnership Based and Community Oriented
Engage with older people	Developing effective and innovative policing approaches to enhance our engagement with older people in our communities	Satisfaction levels of older people with Garda service established through joint survey with relevant partner agencies		
	Identify elderly support groups operating in each District in Cork City Division			
	Develop a Networking Committee with representatives of the relevant support agencies such as the HSE, Action groups for the elderly, Vincent de Paul etc.			

<p>Communicate effectively with the community</p>	<p>Contribute to the development of a communications strategy to support the work of An Garda Síochána</p>	<p>Strategy developed and phased implementation</p> <p>Engagement achieved with the local newspapers, community newsletters, local radio programmes</p>	<p>Each District Officer, Designated Inspectors and Community Policing Sergeant</p>	<p>Improved Communication with, and Service to, Victims of Crime</p>
<p>Engagement with all members of the community</p>	<p>Engaging with Joint Policing Committees, interest groups, statutory and voluntary agencies to ensure safe and secure communities</p>	<p>Garda involvement in Joint Policing Committees evaluated</p> <p>Two Family Liaison Officers appointed in every Garda District</p>		
<p>Enhance An Garda Síochána's victim related services</p>	<p>Identify and engage with local community groups within each District to identify and address local issues</p>	<p>Community groups identified and engagement commenced</p>		
<p>Enhance An Garda Síochána's victim related services</p>	<p>Work towards improving delivery of Victims Charter commitments in consultation with the Victims of Crime Office and the Commission for the Support of Victims of Crime</p> <p>Establish a Garda liaison with victim support groups in each District</p>	<p>Satisfaction levels of victims of crime with Garda service established through joint survey with relevant partner agencies</p> <p>Letters to victims issued in all appropriate cases</p> <p>Liaison Garda appointed in each District</p>		

Priorities for An Garda Síochána for 2009
Determined by the Minister for Justice, Equality and Law Reform

Background

The function of An Garda Síochána under section 7 of the Garda Síochána Act 2005 is as follows:

- a) preserving peace and public order
- b) protecting life and property
- c) vindicating the human rights of each individual
- d) protecting the property of the State
- e) preventing crime
- f) bringing criminals to justice, including by detecting and investigating crime
- g) regulating and controlling road traffic and improving road safety

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement – currently the Garda Síochána Corporate Strategy 2007 – 2009. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to road safety, drugs, youth justice, victims of crime and the proposed strategy on domestic and sexual violence.

Priorities for 2009

The Minister has determined the following matters as special priorities for An Garda Síochána for 2009 in accordance with Section 20 of the Garda Síochána Act 2005.

National and International Security

To protect the security of the State and the people against domestic and international terrorism.

Crime

To target serious crime, in particular organised, gun and drug related crime.

Traffic

To improve road safety by taking appropriate measures to reduce the number of deaths and serious injuries on the roads.

Public Order

To preserve peace and public order in co-operation with local communities, in particular by targeting disorder arising from binge drinking.

Customer Service

To complete and implement a Garda charter which will improve the Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

Illegal immigration and Human Trafficking

To protect national sovereignty, the frontiers of the State and the integrity of the State's immigration systems and to prevent and target human trafficking and people smuggling through the effective enforcement of national and international immigration law.

Cork City Division Contact Details

Divisional Officer Cork City Division

Chief Superintendent William Hayes
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 John F. McPolin
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 Charles Barry
An Garda Síochána
Togher
Cork

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

Gurrabraher District Contact Details

District Officer Gurrabraher District

Superintendent Con Cadogan
An Garda Síochána
Gurrabraher
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