

# An Garda Síochána



## **Divisional Policing Plan 2009 for the Cork West Garda Division.**

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Tel. 023-8852211 An Garda Síochána Strategic Goals 2009

## VISION

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*‘Excellent people delivering  
policing excellence’*

## MISSION

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

## VALUES

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

**Foreword from Chief Superintendent Michael A. Finn Divisional Officer.**

An Garda Síochána's 2009 Annual Policing Plan is a continuation towards the implementation of the Garda Síochána Corporate Strategy 2007-2009. The plan continues with the modernisation and development of the Garda Síochána. It is focused on public safety, public confidence and transparent public accountability, the three key imperatives of the corporate strategy. It includes the priorities for the Garda Síochána as determined by the Minister for Justice, Equality and Law Reform under Section 20 of the Garda Síochána Act 2005. The strategic goals indicate the determination of An Garda Síochána to effectively confront the key policing challenges of State Security, Crime Prevention and Reduction, Road Safety and Public Order.

An Garda Síochána in Cork West Division achieved significant successes in 2008 in terms of drugs, crime, making our roads safer and in addressing the quality of life policing issues which are of concern to many individuals, communities and businesses across the County. My goal for 2009 is to build on our policing successes of last year and to maintain a positive, focused and determined policing momentum with a view to achieving enhanced public safety and positive outcomes in relation to all our policing activities.

As Divisional Officer for An Garda Síochána in Cork West I will strive to ensure the delivery of a policing service that is efficient, effective and one that delivers value for money. During 2009 the focus will be maintained on achieving further improvements in road safety and this will be facilitated by increasing the number of dedicated traffic corps members.

In line with national policy, my management team is fully committed to ensuring that An Garda Síochána in Cork West Division is a professional, well-led and well-managed policing service grounded in human rights principles. As a team we will continue to engage effectively with wide ranging stakeholders including statutory bodies, community groups, business organisations and individuals with a view to progressing policing issues and wider initiatives for the benefit of the public that we serve.

MICHAEL A. FINN  
CHIEF SUPERINTENDENT

<b>STRATEGIC GOAL ONE – NATIONAL &amp; INTERNATIONAL SECURITY</b>				
<i>To maintain national and international security</i>				
<b>NATIONAL ACTIONS</b>	<b>DIVISIONAL ACTIONS</b>	<b>Performance Indicator</b>	<b>PROCESS OWNER</b>	<b>OUTCOME</b>
Monitor the national and international environments to identify and analyse potential and emerging security threats	Identify and analyse any potential security threats	Number of potential security threats identified	D/Inspector J. Moore	A Safe and Secure State
Take positive action to prevent or contain identified threats	Monitoring and targeting of identified security threats by proactive intelligence-led operations	Review of all listed dissidents in Division	D/Inspector J. Moore	
Maintain and develop our capability to proactively and reactively respond to national and international security threats	Ensure an up to date Garda response for each port facility & vital installation	Number of reviews carried out of security plans for each facility  Vital installations to be identified and threat assessments to be carried out	D/Inspector J. Moore	
	Further develop An Garda Síochána's emergency response planning capability	Number of Live exercises held Number of table-top exercises held Number of emergency response training plans developed and reviewed. Major Emergency programme fully implemented in collaboration with other principle response agencies	Sup. M. Dorney	A Positive Contribution to International Security

**STRATEGIC GOAL TWO – CRIME**

*To significantly reduce the incidents of crime and criminal behaviour*

NATIONAL ACTIONS	DIVISIONAL ACTIONS	Performance Indicator	PROCESS OWNER	OUTCOME
<p>Increase targeting of organised and serious crime networks including human trafficking networks</p>	<p>Confronting organised crime, drug trafficking, gangland crime and related killings by the greater use of intelligence, legislation and the co-ordination of targeted operations. We will implement the National Strategy within the Region to tackle organised, armed and travelling criminals</p>	<p>Detection rates for illegal firearms increased</p> <p>Reduce the number of discharge of firearm incidents</p> <p>Enhanced data on the incidence of human trafficking for exploitation with a view to increased detections</p> <p>Enhanced strategic partnerships developed with other agencies</p>	<p>D/Inspector J. Moore</p>	<p>An Garda Síochána's ability to detect offenders increased.</p>
<p>Increase targeting of heroin networks</p>	<p>Identify suspected offenders and monitor activities targeting the sale /supply and use of heroin and other illegal drugs</p>	<p>Increase number of intelligence sightings submitted</p> <p>Increase number of drugs operations undertaken</p> <p>Incidents where drugs are discovered for sale or supply increased</p> <p>Profile top ten drugs dealers resident in the Division</p> <p>Target top five drug dealers, active in the Division</p> <p>Increase the number of Section 3 &amp; 15 (Misuse of Drugs Act) detections</p>	<p>D/Inspector J. Moore</p>	

**Divisional Policing Plan 2009 – Cork West**

**Division**

<p>Target property crime, including intellectual property and counterfeiting</p>	<p>The development of a multi-agency prolific offender strategy and the completion and implementation of a Regional Crime Prevention Strategy</p> <p>Volume crimes of Burglary, Theft (Other), Theft from Shop, Theft from MPV, and Criminal Damage targeted</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>Appointment of senior investigation officer</p> <p>Train one senior investigation officer</p> <p>Incidents of property crime reduced</p> <p>Detection rates for property crime increased</p> <p>Enhanced crime file management capabilities</p> <p>Implement targeted operations for volume crimes within the Division</p> <p>Detection rates for assaults increased</p> <p>Complete Viclas manual for all relevant crimes</p>	<p>Divisional Officer</p> <p>Supt. V. Duggan</p> <p>D/Inspector J. Moore</p>	
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**Divisional Policing Plan 2009 – Cork West**

**Division**

	<p>Maximise intelligence gathering and management capability to target, prevent and solve crime within Cork West Division</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>Promote the Covert Human Intelligence Sources (CHIS) system throughout the division</p> <p>Increase in the number of registered intelligence sources</p> <p>Increase the number of bulletins issued by the Criminal Intelligence Officer</p> <p>Criminal Intelligence Officer to attend the monthly Divisional crime conference in Crookstown</p> <p>Criminal Intelligence Officer to attend at least one crime conference in each District</p> <p>Profile 10 top most active criminals in the Division</p> <p>Prepare and implement action plan targeted at identified active criminals within the Division</p> <p>Profile targets with a view to seizing assets</p>	<p>D/Inspector J. Moore</p>	



**Divisional Policing Plan 2009 – Cork West****Division**

<p>Increase the ability of An Garda Síochána to detect crime utilising forensic and other technological developments</p>	<p>Enhance the forensic and investigative capability of An Garda Siochana within Cork West Division</p>	<p>Increase in the number of detections as a result of forensic examination and identification</p> <p>Ensure deployment of all divisional scenes of crime personnel on a rota basis</p> <p>Ensure that all lawfully detained persons are photographed and fingerprinted</p> <p>Increase the number of prints obtained under Section 28 C.J.A. 1984</p> <p>Increase number of fingerprints and palm prints submitted to the technical bureau</p> <p>Increased number of crimes solved as a result of forensic evidence support</p> <p>Ensure assessment of all crime scenes for examination</p>	<p>Supt. V. Duggan</p> <p>D/Inspector J. Moore</p>	
	<p>Divisional CPO will survey and profile high risk persons/premises in the Division</p> <p>Provide Crime prevention advice to profiled persons/premises</p>	<p>Complete Profile for high risk persons</p> <p>Crime prevention advice to be provided for identified persons perceived to be at risk.</p>	<p>Supt. V. Duggan</p>	

**Divisional Policing Plan 2009 – Cork West**

**Division**

<p>Enhance organisational capability in managing the risk associated with sex offenders</p>	<p>Manage the risk posed by sex offenders</p>	<p>Appoint D/Inspector to monitor listed and new sex offenders within the Division</p> <p>Each listed and new sex offender to be assigned to a Sergeant in each District to ensure compliance with the terms of the Sexual Offenders Act 2001</p>	<p>Divisional Officer</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>Maintain data quality in relation to domestic violence incidents</p>	<p>Ensure that all reported incidents for sexual offences are thoroughly investigated</p> <p>Maintain the Garda pro-arrest policy for domestic violence related incidents</p> <p>Increase the detection rate for sexual offences.</p> <p>Appoint Inspector to monitor data quality and audit 100% of domestic violence incidents on PULSE</p> <p>The number of arrests for domestic violence related incidents increased</p>	<p>Supt. V. Duggan</p>	
<p>Proactively target the execution of bench, committal and penal warrants</p>	<p>Implement a monthly monitoring system in each District</p>	<p>Implement best practices in relation to bench and committal warrants</p> <p>Reduce the number of warrants on hand in each District</p>		
	<p>Establish a process to enhance the contribution of the Divisional Traffic Corps to prevent and detect crime/drug offences</p>	<p>Ensure that up to date briefing packs on all profiled criminals are available in each Divisional Traffic Unit mobile.</p>	<p>D/Inspector J. Moore</p>	

<p align="center"><b>STRATEGIC GOAL THREE – TRAFFIC</b></p> <p align="center"><i>To significantly reduce the incidence of fatal and serious injuries and improve road safety</i></p>				
<b>NATIONAL ACTIONS</b>	<b>DIVISIONAL ACTIONS</b>	<b>Performance Indicator</b>	<b>PROCESS OWNER</b>	<b>OUTCOME</b>
<p>Targeted enforcement both of Road Traffic and Road Transport Legislation</p> <p>Promote road safety awareness</p>	<p>Greater use of MAT (Mandatory Alcohol Testing) checkpoints utilising Intelligence led targeted actions against drink and drug drivers</p> <p>Full utilisation of speed detection equipment at targeted and strategic locations</p> <p>Enforcing seat belt legislation</p> <p>Develop and implement a plan to utilise our Automated Number Plate Recognition (ANPR) capabilities in the Southern Region</p>	<p>Increase number of MAT checkpoints</p> <p>Increase detections of driving while intoxicated, speeding and road transport offences</p> <p>Increase in mobile phone detections</p> <p>Increase in seat belt detections</p> <p>ANPR plan developed and implemented</p>	<p>Inspector M.G. Lacey</p>	<p>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</p>

**Divisional Policing Plan 2009 – Cork West**

**Division**

	<p>Interaction with other enforcement agencies targeting the enforcement of laws in relation to heavy goods vehicle e.g. Operation Claire</p> <p>Reduce the number of incidents of young drivers involved in anti-social behaviour using M.P.V's</p> <p>Number of targeted operations on young drivers (Operation CURB)</p> <p>Continuing to improve public awareness</p>	<p>Increase the number of multi-agency checkpoints and number of HGV detections</p> <p>Increase the number of targeted operations</p> <p>Implement policy for Section 41 RTA seizures Increase the number of vehicles seized under section 41 of the Road Traffic Act Ensure that the Garda Primary School "Road Safety Module" is delivered to each primary school</p> <p>Disseminate Road Safety information to public utilising local media</p> <p>Each District is to hold a Road Safety awareness initiative</p>	<p>Inspector M. G. Lacey</p>	<p>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety</p>
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**Divisional Policing Plan 2009 – Cork West**

<b>Divisional Policing Plan 2009 – Cork West</b>			<b>Division</b>
	<p>The utilisation of Forensic Collision Investigators to identify causes of serious and fatal collisions and develop a pin mapping system for serious and fatal collisions</p> <p>Progressing the outsourcing of safety cameras</p> <p>The development and implementation of a National Roads Policing Strategy for An Garda Síochána</p>	<p>All fatal accidents and serious accidents are to be visited by a qualified Forensic Collision Investigator</p> <p>Traffic Inspector to coordinate with Regional Traffic Superintendent</p> <p>Implement plans when developed by Regional Traffic Superintendent</p>	<p>Inspector M.G. Lacey</p> <p>Inspector C. Collins</p> <p>Inspector M.G. Lacey</p> <p>through Increased Road User Compliance</p> <p>Reduction in Incidence of Fatal and Serious Injuries and Improved Road Safety through Increased Road User Compliance</p>
<p>Ensure maximum use of the Garda Collision Programme within Cork West Division</p>	<p>Achieve a high visibility presence at Collision Prone Zones</p> <p>Continued utilisation of the District Traffic Safety Team Programme</p>	<p>Collision prevention programme reviewed</p> <p>Meetings for Collision Prevention Teams are scheduled and conducted</p> <p>Inter-agency meetings held with Collision Prevention Teams</p> <p>Collision Prone locations identified and</p>	<p>Inspector M.G. Lacey</p> <p>through Increased Road User Compliance</p>

**Divisional Policing Plan 2009 – Cork West**

**Division**

<p>Further develop organisational capability in road policing</p>	<p>Contributing to the development and implementation of a National Roads Policing Strategy for An Garda Síochána</p> <p>Increasing the awareness of criminal activity through regular briefings and the utilisation of technology to deny criminals the use of the roads</p> <p>Improving traffic management through facilitating the movement of traffic at peak times and reducing the incident of obstruction by interacting with other stakeholders</p>	<p>reviewed.</p> <p>Regular contact with local authority engineers maintained in relation to remedial engineering works</p> <p>Practice &amp; procedure manual reviewed and updated</p> <p>Number of high visibility patrols in areas identified by Regional Analysts and Divisional Criminal Intelligence Officers increased</p> <p>Number of criminal intelligence reports submitted from traffic corps personnel increased.</p> <p>Number of traffic management initiatives with other stakeholders.</p>	<p>Inspector M.G. Lacey</p>	<p>Further develop organisational capability in road policing</p>
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**STRATEGIC GOAL FOUR – PUBLIC ORDER**

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

<b>NATIONAL ACTIONS</b>	<b>DIVISIONAL ACTIONS</b>	<b>Performance Indicator</b>	<b>PROCESS OWNER</b>	<b>OUTCOME</b>
<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>Continue to monitor the number and location of Hot-spots throughout the Division</p> <p>Reduce incidents of public disorder</p> <p>Consider issuing Behaviour Warnings and Good behaviour contracts under the Criminal Justice Act 2006</p> <p>Continue the use of Adult Cautions in appropriate cases</p> <p>Increase high visibility uniform foot and bicycle patrols</p>	<p>Supt. E. MacEoin</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</p>	<p>Continue to implement and expand use of Club County Cork Initiative within the Division</p> <p>Targeted initiatives at identified hotspots to reduce assaults, underage drinking and incidents of criminal damage</p>	<p>Supt. E. MacEoin</p>	

**Divisional Policing Plan 2009 – Cork West**

**Division**

	<p>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>Provisions of Criminal Justice (Public Order) Act, 2003, utilised in relation to closure/exclusion orders.</p> <p>Targeted initiatives in relation to implementing the national awareness campaign directed at the carrying of knives and other offensive weapons</p> <p>Continue to develop a Divisional CCTV strategy</p> <p>Incidents of assault reduced</p> <p>Number of licensed premises inspected</p>		
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**STRATEGIC GOAL FIVE – ETHNIC AND CULTURAL DIVERSITY**

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

NATIONAL ACTIONS	DIVISIONAL ACTIONS	PERFORMANCE INDICATOR	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>Continue to implement the Garda Diversity Strategy</p> <p>Continue to promote recruitment from ethnic and diverse communities to join An Garda Síochána(full time &amp; Reserve Gardaí)</p> <p>Train five Community Gardaí as Ethnic Liaison Officers</p> <p>Continue to hold and document regular meetings with ethnic and culturally diverse communities on a Divisional and District basis</p> <p>Increase the number of targeted initiatives arranged in collaboration with members of ethnic and culturally diverse communities</p> <p>Maintain the number of Ethnic Liaison Officer meetings</p> <p>Maintain the number of ethnic and culturally diverse liaison committees</p>	<p>Supt. M. Dorney</p>	<p>A Garda Service that Reflects and Serves the Diverse Communities</p>

**Divisional Policing Plan 2009 – Cork West**

**Division**

		established within each District  Ensure that the Divisional Newsletter is published each quarter		
	Improved recording of racist incidents	Enhance data on racist incidents with a view to increased detections		

**STRATEGIC GOAL SIX – COMMUNITY ENGAGEMENT**

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

<b>NATIONAL ACTIONS</b>	<b>DIVISIONAL ACTIONS</b>	<b>PERFORMANCE INDICATOR</b>	<b>PROCESS OWNER</b>	<b>OUTCOME</b>
<p>A National focus on Community Policing</p> <p>Implement Garda Youth Strategy</p> <p>Enhance our service to the community through the implementation of a Garda Charter</p> <p>Communicate effectively with the community</p> <p>Engagement with all members of the community</p>	<p>Implementing and evaluating the Garda Síochána National Model of Community Policing in selected Garda Districts within Cork West Division</p> <p>Engaging with Joint Policing Committees, interest groups, statutory and voluntary agencies to ensure safe and secure communities</p>	<p>Implementation of the National Model of Rural and Urban Community Policing</p> <p>Establish and maintain at least one Neighborhood Watch/Community Alert schemes in each sub-district</p> <p>Ensure that at least one full time Community Garda is appointed in each District</p> <p>Garda Charter implemented in selected pilot areas.</p> <p>Nominate Garda representatives to sit on all Joint Policing Committees in operation within the Division</p> <p>Issues arising from Joint Policing Committee assessed and activated as appropriate</p> <p>Two Family Liaison Officers appointed in every Garda District</p>	<p>Supt. W. Horgan</p>	<p>A Garda Service that Reflects the Needs and Priorities of the People of Ireland</p>

**Divisional Policing Plan 2009 – Cork West**

**Division**

<p>Implement Garda Youth Strategy</p>	<p>Working in collaboration with our strategic partners under the umbrella of the National Youth Justice Strategy 2008-2010</p>	<p>Targets appropriate to An Garda Síochána, as set out in the National Youth Justice Strategy, achieved</p> <p>Continue to support West Cork Garda Youth Awards scheme</p>	<p>Supt. W. Horgan</p>	
<p>Engage with older people</p>	<p>Developing effective and innovative policing approaches to enhance our engagement with older people in our communities</p>	<p>Continue to liaise with H.S.E. elder abuse worker</p>		
<p>Enhance An Garda Síochána 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>Comply with Children’s First Guidelines.</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. Liaison Garda appointed in each District</p> <p>Liaison Inspector appointed in Division</p> <p>Continue to implement best practice in accordance with the Children’s First Guidelines.</p>		

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